

# MRO

Aerospace Magazine



## Engine Lease & Exchange

IAI sees strong  
market recovery

### Farnborough Airshow

Aviation industry  
returns to Farnborough

### Cabin Retrofits

Cabin interior  
refurbishments are back

### Industry Interview

Pär Gulle, Managing Director  
Täby Air Maintenance

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## Aviation media celebrate journalism excellence

The crème de la crème of the aviation media industry gathered for the return of the Aerospace Media Awards at The Royal Aeronautical Society in London this month just ahead of the Farnborough Airshow. It was great to see and reunite with industry colleagues old and new to showcase and celebrate the fantastic work aviation journalists are doing across the board.

The event brought together many others across the industry including aircraft and engine OEMs, aftermarket suppliers and specialists in aviation technology. I would like to send a special shout out to our table sponsor Pratt & Whitney - P&W is doing some amazing things with technology and their GTF engine platform and also where sustainability is concerned. Watch this space for more insights and interviews with P&W in future editions.

*AviTrader MRO* was nominated in the category 'Best Propulsion Submission' with our article titled 'Building Capacity for New Engines,' published in our July 2021 edition. I would like to thank Peter Bradfield and all the judges for the recognition - for a second year in a row! Our article looked closely at how MROs are increasingly adding capabilities to service new engine platforms and examining the strategies and investment in processes for these new propulsion technologies.

Certainly, Farnborough demonstrated the push towards new engines to derive efficiencies and the all-important goals for aviation to reduce emissions. At the show, Pratt & Whitney in fact announced that it surpassed 1,000 orders and commitments for GTF engines since the beginning of 2022 across the various aircraft platforms. In just seven years since entry into service, the GTF engines will have soon saved airlines more than a billion gallons of fuel and avoided more than 10 million metric tonnes of greenhouse gases - that is certainly heading in the right direction for climate change.

**Keith Mwanalushi**  
EDITOR

Editor, Keith Mwanalushi on the Pratt & Whitney table at the Aerospace Media Awards 2022.



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Cover image: IAI

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## SR Technics and Vietravel Airlines sign agreement for engine maintenance

SR Technics and Vietravel Airlines of Vietnam, signed two General Terms Agreements (GTA) at the Farnborough Airshow. One GTA is intended for CFM56-5B engine maintenance and another for engine lease support.

Vietravel Airlines, based in Ho Chi Minh city, currently operates three A321-200 with CFM56-5B engines and plans to grow by 25 aircraft in the next four years. The first scheduled engine shop visit is expected in the next year. SR Technics is constantly upgrading its in-house repair capabilities to further reduce the short turnaround times and continuously improve the performance. With this combination of quality, speed and cost-efficiency SR Technics will be unrivalled in the industry, making SR Technics the partner of choice among leading airlines worldwide.

Jean-Marc Lenz, Chief Executive Officer at SR Technics, stated "With these GTAs, SR Technics will continue to provide high quality, reliable services, and operational excellence to support the engine maintenance and lease support requirements. As SR Technics continues to develop new repair capabilities for new and legacy engine types and aircraft platforms, it will be in a good position to support Vietravel as it grows and renews its fleet."



Photo: SR Technics and Vietravel Airlines at Farnborough

## Flynas selects Safran's wheels and carbon brakes on Airbus A320 fleet



Flynas Airbus A320neo

Photo: AirTeamImages

As part of this long-term agreement, which is an extension of a partnership of more than ten years, Safran Landing Systems will supply Flynas, the Saudi air carrier and a leading low-cost airline in the Middle East, with the wheels, brakes, and carbon heat sinks to equip its Airbus A320neo fleet. Safran Landing Systems brakes designed for the Airbus A320neo family provide unequalled performance in terms of efficiency, weight and endurance, thanks to the new SepCarb® IV carbon material and Anoxy® 66 oxidation protection systems, which offer ever longer service life and greater reliability. Besides, its optimized weight contributes to the reduction of operators' fuel consumption and therefore CO2 emissions. Flynas recently announced that the company's Board of Directors had agreed to increase the volume of new orders for aircraft to 250 aircraft, with which Flynas aims to become the first low-cost airline in the Persian Gulf to enable the Kingdom of Saudi Arabia to reach its goal of 100 million annual tourists by 2030.

## Korea Aerospace Industries signs parts supply contract with Incora

Korean Aerospace Industries (KAI) has signed a parts supply contract with Incora on July 18, at the Farnborough International Airshow. The three-year contract is to support both KAI military programmes and commercial aerostructures work. Incora is an established supplier to KAI of just-in-time supply chain services of C class parts and the new contract is to supply the KAI KUH-1, LAH and KAI's commercial aerostructures work. Incora has built a strong presence in the Korean aerospace sector both with OEM Tier 1 and 2 airframe and engine suppliers and in the MRO sector for customers including Korean Air. Incora has major facilities in China, Japan, Singapore, Malaysia and Australia, enabling APAC customers to be supported efficiently through product availability.

## Wencor extends purchase agreement with ALP Aviation through 2027

Wencor, LLC and Alp Havacilik Sanayi ve Ticaret A.S. (Alp Aviation) have announced the signing of a multi-year purchase agreement, whereas Wencor will provide consumable and expendable (C&E) parts to support ALP Aviation’s production requirements. The parties held a signature ceremony during the Farnborough Airshow in Hampshire, England. Alp Aviation and Wencor have enjoyed a partnership for 20+ years. The new NY10 Sikorsky contract will extend this relationship through 2027. Wencor will support ALP’s requirements through its many OEM authorised distributorships, demand planning and JIT supply chain services through its local stocking facilities. “We are thrilled to expand our relationship with ALP that we have enjoyed for over two decades,” said Wencor CEO, Shawn Trogdon. “We look forward to utilising our broad product offerings and best-in-class service levels to support ALP Aviation and its customers for years to come.”



Contract signing between Wencor and ALP Aviation

Photo: Wencor

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**AJW Group signs power-by-the-hour contract with JetSMART Airlines SpA**

AJW Group has announced the signing of a ten-year power-by-the-hour (PBH) support contract with South American ultra-low-cost carrier JetSMART Airlines SpA (JetSMART). The airline, created by Indigo Partners in 2017, also controls U.S. airline Frontier Airlines, Mexico’s Volaris, Hungarian airline Wizz Air, Canadian airline Lynx Air and Philippine airline Cebu Pacific. The support contract, which went live on July 1, will see AJW Group use its industry-leading expertise to manage the complete supply, repair and overhaul of components for the operator’s rapidly expanding fleet of A320ceo and A320neo aircraft at JetSMART’s primary base of operations in Santiago, Chile. AJW will support with inventory from all strategic European and North American hubs as well as supplying dedicated on-site inventory in Chile, Peru and Argentina to support dispatch reliability.

**ST Engineering secures Boeing 787 component MBH™ agreement to support Turkish Airlines**

ST Engineering’s commercial aerospace business has signed a Component Maintenance-By-the-Hour (MBH™) agreement with Turkish Technic, the MRO arm of Turkish Airlines group companies, serving airlines worldwide. Under the multi-year agreement, ST Engineering will provide component support to Turkish Airlines’ fleet of Boeing 787 aircraft starting from August this year. The comprehensive and customised services include component repair management with a dedicated consignment stock in Istanbul. ST Engineering will also make available a regional component pool to support Turkish Airlines. In addition, this new agreement includes reciprocal repair work with Turkish Technic.



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## Boom Supersonic (Boom) and Collins Aerospace sign expanded agreement for major aircraft systems for Overture

Boom, the company building the world's fastest airliner, optimised for speed, safety and sustainability, has signed an agreement with Collins Aerospace on the Overture programme at the Farnborough International Airshow. Carrying 65–80 passengers at twice the speed of today's airliners and running on 100% sustainable aviation fuel (SAF), Overture will fly Mach 1.7 over water with a range of 4,250 nautical miles. Under the new agreement between the two companies, Collins will assist Boom in the evaluation and development of major aircraft systems and components for Overture. Engineers at Collins and Boom will perform aerodynamic analysis to evaluate Overture's Ice Protection System, the system that prevents the formation of ice on the aircraft during flight. Boom will also work with Collins Aerospace to assess Air Data System architectures that meet Overture's field performance and range requirements. The expanded joint effort with Collins Aerospace builds upon several years of successful collaboration aimed at improving propulsion system performance and minimizing aircraft noise on Overture. Collins Aerospace and Boom have worked together to develop inlet, nozzle and exhaust system technologies to facilitate the net-zero carbon operation of Overture.



Overture

Photo: Boom Supersonic

## ANA and Satair sign long-term agreement for multi-fleet IMS solution



Photo: Satair

Satair, an Airbus Services company and All Nippon Airways (ANA), Japan's largest airline, have signed an agreement under which Satair will expand its Integrated Material Services (IMS) solution to deliver expendable material used on ANA's non-Airbus fleet. In addition, the agreement extends the existing long-term IMS contract for ANA's A320 and A380 fleet for a multi-year period. Satair is the exclusive supplier of expendable material to ANA and has delivered Integrated Material Services for the airline's A320 fleet since 2017 and A380 fleet since 2019. With this new agreement, ANA becomes the first customer to use Satair's IMS solution on a multi-fleet scale.

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## Boeing and GAMECO sign first comprehensive materials management agreement in China

Boeing and Guangzhou Aircraft Maintenance Engineering Co. (GAMECO) have signed a five-year Integrated Materials Management (IMM) programme contract. The agreement marks the first time Boeing will provide a comprehensive materials management solution in mainland China. Boeing's new five-year programme will provide demand planning, on-site personnel, and logistics services to support GAMECO's operations to optimise materials purchase and inventory costs and also improve production service levels. This contract further expands the partnership between Boeing and GAMECO, who have worked together on passenger-to-freighter conversions for standard and wide-body aircraft, including the 737-800 Boeing Converted-Freighter (BCF) and 767-300BCF lines as well as 777/737 landing gear overhaul. GAMECO's performance has helped Boeing improve and expand conversion services to customers worldwide. In addition, the cooperation has helped GAMECO strengthen its maintenance capabilities and achieve strategic priorities.

## Pratt & Whitney to open India engineering centre in 2023

Pratt & Whitney has announced the establishment of a state-of-the-art India Engineering Centre (IEC) in Bengaluru, India which is slated to commence operation in January 2023. The new centre will focus on providing contract engineering services. The IEC is expected to employ 500 engineers and professionals when fully staffed. As part of Pratt & Whitney's integrated global engineering operations, the IEC will work closely with centres in the United States, Canada, Puerto Rico and Poland. The IEC has begun recruiting its first tranche of engineers and professionals. The centre will be co-located in Yelahanka, Bengaluru, with the existing Pratt & Whitney India Capability Centre (ICC). The ICC is a world-class global supply chain support and operations centre, established in 2022 as part of United Technologies Corporation India Pvt Ltd (UTC IPL), employing nearly 200 staff.



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## Emerald Airlines signs maintenance agreement with ATR

New Irish regional carrier Emerald Airlines, exclusive operator of the Aer Lingus Regional network, and the world leading regional aircraft manufacturer ATR, have signed a Global Maintenance Agreement (GMA). Through this eight-year pay-by-the-hour contract, the airline will benefit from the repair, overhaul and pooling services of Line Replaceable Units. The contract also covers propeller availability and maintenance services for its entire fleet of ATR 72-600 aircraft. Commenting on the announcement, Richard Spencer, Director of Engineering and Fleet at Emerald Airlines said: "We are very pleased to have signed a Global Maintenance Agreement with our partners at ATR. Entering into an agreement and forging a close working relationship with the aircraft manufacturer, will prove to be significantly advantageous in all aspects of our airline. We will no doubt benefit from the team's vast experience and operational support as we continue to develop Emerald's network. We look forward to working closely with the team at ATR."

"An aircraft is only valuable when it is flying," said David Brigante, Senior Vice-President Customer Support and Services at ATR. "For over 20 years, ATR has been reducing operators' maintenance costs and increasing time in the air through maintenance and repair. This contributes to making regional air transport ever more reliable, accessible and sustainable. We will be supporting Emerald Airlines at every step of its expansion plan, offering our expertise to ensure it can make the most of its ATR fleet."



ATR Emerald Airlines signature

Photo: ATR

## Rolls-Royce and British airline flypop sign TotalCare agreement

Rolls-Royce and new British low-cost airline flypop have signed a TotalCare® service agreement for Rolls-Royce Trent 700 engines that will power four Airbus A330ceo aircraft. The agreement is the first to be signed between Rolls-Royce and flypop and will provide the airline with predictability and reliability for the services and maintenance of the fleet. As Rolls-Royce's flagship service offering, TotalCare covers off-wing repair and overhaul and is designed to provide operational certainty for customers by transferring time on wing and maintenance cost risk back to Rolls-Royce. It will also deliver enhanced aircraft availability thanks to Rolls-Royce's in-depth engine knowledge that draws on its advanced engine health monitoring.

## Collins Aerospace completes preliminary design of one-MW electric motor for P&W Canada's regional hybrid-electric flight demonstrator

Collins Aerospace has completed a preliminary design review of the one-megawatt electric motor and motor controller it's developing for Pratt & Whitney Canada's (P&WC) regional hybrid-electric flight demonstrator. Collins has tested both systems to full current, voltage and speed and plans to send prototypes to P&WC for ground testing later this year. Flight testing of the demonstrator is planned to begin in 2024 and will take place in Montreal. Collins' motor features industry-leading power density and efficiency. The company is developing the systems at its facility in Solihull, United Kingdom, and testing them at the University of Nottingham's Institute for Aerospace Technology. Collins plans to conduct future testing of the motor and motor controller at The Grid, the state-of-the-art 25,000-ft<sup>2</sup> electric power systems lab it's standing up at its facility in Rockford, Illinois. The Grid is expected to be fully operational in 2023.

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# Demand could push down availability of **idle** aircraft

Kellstrom provides solutions for every stage of the aircraft lifecycle.  
Photo: Kellstrom

**Keith Mwanalushi** speaks to Michael Garcia, VP of Commercial at Kellstrom Aerospace about the trends in aircraft teardown demands as aviation climbs out of the pandemic.

**M**ROs and players in the aftermarket sectors are looking closely at the aircraft teardowns market and the subsequent demands for serviceable inventory components.

Kellstrom Aerospace offers maintenance services to both operators and MROs. As a result, the company has been closely monitoring the trends. "If consumer demand continues to rise at the projected rates, the availability of idle aircraft will quickly diminish," reckons Michael Garcia, VP of Commercial. Kellstrom are currently seeing supply chain issues early in the recovery process as regions around the world re-open at a rate that the supply chain cannot fully support.

Garcia notes that deficiencies in

the current supply chain prior to any significant bow wave of maintenance inductions have contributed to the aftermarket value recovery – "As a result, we anticipate that as maintenance activity increases, aircraft availability will become more limited. In particular, aircraft variants that were not significantly impacted during the pandemic's peak due to freighter feedstock demand being so robust over the last 24 months."

Pre-COVID, Garcia observed that engines such as the CF6-80 and PW4000 were plentiful for teardown opportunities and reasonable in pricing. "Recent growth in the freighter demand due to pandemic restrictions, an explosion in consumer-to-business and business-to-business



Michael Garcia, VP Commercial, Kellstrom Aerospace

e-commerce, and remote working has changed that dynamic significantly," he tells. As a result, he explains that the build target has been essentially shifting down from 8K cycles plus for scheduled airlines, to a more freighter friendly 4K cycles plus, increasing lower life engine and LLP value while also driving strategy on used material and alternate material repair requirements.

He says this demand further decreased the available pool of teardown assets as more engines are being repaired at shops like Vortex Aviation, a Kellstrom Aerospace Group engine hospital shop and field service organisation that specialises in decreasing overall maintenance costs and TAT through a surgical strike approach to focus on the fix for a specific usage plan by the operator.

Coupled with Vortex, Kellstrom's ability to support global engine overhaul activity with cost reductions through USM, rotatable module exchanges and short-term leasing, enables operators to adjust their fleet planning economically providing additional life to assets that were previously contemplated as too expensive for rebuild and thus destined for teardown.

With widebody fleets now restarting their flying schedules, these flying activities should positively impact airframe, component, engine and gear maintenance requirements. "Assessing calendar-driven maintenance activities versus usage-driven maintenance activities will be an important strategy for maintainers and asset owners to evaluate and prepare accordingly," notes Garcia.

The growing number of teardowns requires developing operating procedures that ensure efficient handling of the entire process from start to finish. Garcia reports that Kellstrom has overseen hundreds of teardowns over the years by monetising both engine powerplants and airframes alike. "We find that the key to efficient processing is preparation. First and foremost, identifying the appropriate disassembly facility is paramount, as each asset must be handled properly and we only use AFRA-compliant teardown organisations," he says.

Secondly, due to the understanding of the market, Kellstrom Aerospace identifies material needed in the marketplace allowing direct and immediate routing of parts and components for repair and overhaul. "This action eliminates superfluous transit, shortens inventory

turn time, and reduces Kellstrom's carbon footprint. Finally, we have adapted our inspection processes to eliminate waste while adhering to the highest quality standards."

There is huge demand for 737 NG inventory.  
Photo: JMC Group

Kellstrom Aerospace is fully compliant with ISO9001, AS9120B, FAA, EASA, CAAC, and FCPA requirements.

There seems to be huge demand for 737NG inventory due to the sheer market share the aircraft variant supports; however, it is also a favourite of P2F feedstock candidates. "Due to supply chain issues, USM prices have been able to recover and maintain their values. With the disruption of new deliveries caused by the 2020 pandemic, the CFM56-powered 737NG aircraft has seen a faster recovery in both maintenance and value," Garcia comments.

Kellstrom provides a variety of platform support, primarily focusing on commercial narrowbody variants and supporting all freight operators. The following variants are currently being supported and evaluated: A220, A318-A321 NEO, A330 A340, A350 A380 737 Classic NG, MAX, 747 757, 767, 777 787 CRJ 700, 900 1000 170, 175, 190 195, 175-E2 190-E2, 195-E2.

“*We anticipate that as maintenance activity increases, aircraft availability will become more limited. In particular, aircraft variants that were not significantly impacted during the pandemic's peak.*”

Michael Garcia, Kellstrom Aerospace

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# Overheated Farnborough returns amid industry demand spikes



The aviation industry is back at Farnborough.  
Photo: Farnborough Airshow

Just prior to the event, **AviTrader MRO** gathered some expert thoughts on a few talking points that attendees were likely discussing at this year's Farnborough airshow.

In the midst of the UK's hottest heatwave the aviation industry gathered for the Farnborough Air show in England, the first since the 2018 instalment and Boeing brought along their experimental 777x and 737 MAX 10, making this their first appearance in the UK.

Looking at the general landscape from the big two aircraft OEMs, and just before they arrived at Farnborough, they seem to have recovered to some extent since the downside in 2020 which saw lots of cancellations at Boeing on the MAX programme; but they are still a long way from the highs the industry saw in the early and mid-parts of the last expansion cycle. In 2021, Airbus and Boeing recorded getting just over 900 order orders between them with Farnborough expected to make a big difference to this. This also does not include the big Airbus China deal announced

recently which will add several hundreds to this net order figure.

However, the reality is that net orders for now have not recovered anywhere near the levels seen in the last cycle simply because cancellations were relatively high in 2020 and 2021. Some 4500 or so orders were removed from the order book by Airbus and Boeing, mostly at the latter where the MAX programme took a huge hit. Boeing is ramping up deliveries of the MAX but clearly these had to be rearranged when production finally came back online in late 2020. Ethiopian Airlines which suffered the loss of a MAX jet in March 2019 has now resumed deliveries.

What is happening with the 787 is also an interesting talking point. The widebody twin has not seen a delivery for some time and according to the database by *Cirium*, the last 787 was delivered in May 2021, so

Farnborough will be vital platform for an update.

Airbus currently has a backlog of over 7000 aircraft and Boeing stands at around 5000. The A321, which holds about 60% of the A320 family backlog, is dominating compared to the MAX9 and MAX10, which has perhaps 20 to 25% of the MAX 737 family backlog, according to a recent webinar by Cirium. Additional data indicates that Airbus is actually ramping up production through 2025 on the single aisle jets.

There are certainly discussions around the A350 and the drama unfolding with Qatar Airways – at least informally, considering the case is in court. But Airbus' entry in the new-build large capacity market with the A350F to rival Boeing is certainly something Airbus is pushing forward.

The A220 is a good option for operators

to up gauge their larger regional fleets. Delta Air Lines just took delivery of their latest A220-100 in June and its likely more orders will follow.

When analysing the pre-event Farnborough scene Dr Stuart Hatcher, Chief Economist at IBA said with the oil price so high and backlogs so long, the pressure to increase delivery rates for new fuel-efficient aircraft is considerable from many parties, and there is still too much to do to get to where delivery rates were prior to the pandemic and the MAX grounding.



Boeing's 777-9 has made its UK debut at Farnborough. Photo: Boeing.



Embraer is demonstrating the E2 performance and capabilities.

Photo: Farnborough Airshow

"The saturation of orders also affects the type of order placed. It was no coincidence that earlier in the launch programmes for the Neo and MAX, most orders placed were firm. From 2016, that switched to a greater number of MOUs, Letters of Intent, and options. Based on the current backlog size, I would expect the non-firm commitment to dominate in 2022, unless OEMs provide additional incentives to soften inflation," Hatcher states.

So, with backlogs still so high, delivery slots being offered beyond 2030 and with the added complexity of inflation affecting escalation rates, IBA has analysed what incentives there are for airlines and lessors to order new aircraft in 2022.

"The headwinds towards new orders are

clearly stacking up further when we consider airline profits are collectively in the red, and the fear of recession is staring us down."

Hatcher highlighted that the opposing argument focuses on oil price, ESG regulations and the shifting position between Airbus and Boeing. He said the operating benefits of oil price are obvious (although lease rate and capital costs need to be weighed up), but impact on fuel burn relating to environmental goals cannot be understated if the European Parliament are to be taken seriously.

Hatcher continued: "Taken to the extreme, taxation within Europe will render any older technology obsolete in a very short period. Those outside of Europe do not escape either as overcapacity will upset

the supply-demand balance everywhere. Finally, on the competitive position between the OEMs, Boeing will clearly not want to concede any more ground to Airbus, not just in the narrowbody space, but also in the widebody freighter market."

Aviation's continued drive towards the use of sustainable aviation fuels (SAF) is major talking point at all the industry events. Lufthansa Cargo is the latest to announce its roadmap towards CO<sub>2</sub> neutrality by 2050. The key areas of focus will include continuous fleet modernisation, more efficient use of fuels, the switch to more SAF and other efforts.

SAF comes with some serious questions for the industry including airline commitments in line with EU aspirations, SAF mandates, cost and availability issues. There is plenty of demand but the supply is still limited and expensive but SAF is the most credible alternative to decarbonisation.

A key concern is of course the Russian invasion of Ukraine which has further affected oil pricing, stifled East-West traffic movements, impacted supply chains, and added a further risk to the ability to control assets – "Airlines still feeling the strain from lockdowns have to deal with oil pricing and labour problems, meaning that even if aircraft were available, they couldn't fully utilise them," Hatcher stated.



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Currently, six Emirates A380s are fitted with the new premium economy.  
Photo: Emirates



## Cabin interiors market sees revival in upgrade projects

Several airlines put cabin refurbishments on the backburner for the past few years and now the interiors market is looking to regain the 10-year period of uninterrupted growth before the pandemic hit. **Keith Mwanalushi** reports.

In June, senior executives in the aircraft cabin interiors market returned to Hamburg for the Aircraft Interiors Expo (AIX) show after a three-year hiatus with some 12,000 attendees gathered, and many painting an optimistic outlook for the future of the sector.

The pandemic had an impact on airlines' ability to upgrade their cabins but on budgets but the folks at HAECO for instance have experienced an encouraging level of recovery led by single-aisle fleets. "In particular, carriers with large domestic or leisure route structures have invested in adding aircraft to their fleet or have adjusted their layouts for additional seat capacity," tells Doug Rasmussen, Group Director, Cabin Solutions at HAECO.



Doug Rasmussen, Group Director Cabin Solutions, HAECO

Rasmussen indicates that the twin-aisle market has been slower in recovery, but with travel to the U.S. without testing requirements now opened up, HAECO are starting to see revived interest in upgrading these fleets. "Also, we have seen growing interest in adding premium economy seats as this cabin provides airlines with the highest yield per square inch of floor space, compared to economy and business classes."

In fact, in 2021 Emirates announced a major retrofit programme to equip 120 aircraft in its fleet with premium economy in addition to other cabin enhancements. When providing an update on the programme, Richard Jewsbury, Divisional Vice President UK at Emirates



Emirates is upgrading its premium economy cabins on the A380 and 777s.  
Photo: Emirates



Richard Jewsbury, Divisional Vice President UK at Emirates.

tells *AviTrader MRO* that the 18-month retrofit programme will see 67 Emirates A380s and 53 777s fitted with the new product. "Currently, six Emirates A380s are fitted with the highly lauded cabin and we've received very positive response with travellers amazed by the quality and comfort," says Jewsbury.

The retrofit programme will be entirely conducted at Emirates' Engineering Centre in Dubai from November. On a four-class Emirates A380, the premium economy cabin is located at the front of the main deck with 56 seats laid out in a 2-4-2 configuration. On the 777, up to 24

premium economy seats will be installed in a dedicated cabin section between business and economy.

Emirates' premium economy seat is covered in anti-stain leather with stitching details and a wood panel finishing. Each seat is supported with six-way adjustable headrests, calf rests and footrests. The new seats offer a generous pitch of up to 40 inches, the seats are 19.5 inches wide and recline eight inches into a cradle position with ample room to stretch out. Other touches include easily accessible in-seat charging points, a wide dining table and side cocktail table.

By the end of the programme, Jewsbury reports that Emirates will have 126 aircraft fitted out with premium economy seats. "It is a major investment to ensure we continue to serve our customers with the best experiences in the sky," he says

It is interesting to see several A380s making a comeback as airlines like British Airways and others scramble for capacity after the pandemic. Emirates has no plans to remove A380s from service and Jewsbury informs that the A380 will

remain Emirates' flagship for a while yet. Currently, Emirates operates to 130 passenger destinations using the entire fleet of over 140 777s and more than half of the A380s. "By the end of the year, we are aiming to operate close to 90 A380s across our network. For us, the iconic double-decker has redefined the travel experience and it will continue to be a vital pillar of our network plans."

### **Delivering on airline expectations and innovation**

Recently, AJW Technique Interiors announced that Air Serbia was the launch customer for SkyLeather – new synthetic material for seats. The synthetic 100% polyurethane material will be installed on their fleet of A320 aircraft. The radical new material is vegan, eco-friendly, lightweight, and durable, as well as being soft to the touch, antimicrobial, easy to clean and available in various colours and grain. According to AJW, as well as substantial cost savings, the polyurethane material has low levels of volatile organic compounds (VOCs) and is formulated to allow an easier fitting process for complex

seat shapes - meaning seat covers stay the same shape and look freshly installed for longer.

Sohaib Ahmed, Programme Manager – Interiors at AJW says one of the deciding factors on selecting this product was the significant fuel savings the material will afford which contributes to Air Serbia’s commitment to introduce sustainable products wherever possible across the organisation.

“In addition, we are also working with major low-cost carriers and some of our large, contracted customers to support them with their cabin material requirements,” Ahmed adds.

AJW Technique Interiors exhibited for the first time at Aircraft Interiors EXPO in Hamburg this year, which Ahmed reports as having generated enormous interest from many major carriers in the service and products AJW is introducing to the interiors market. “Our plan to leverage our considerable experience within the supply chain and the MRO markets by mounting a one-stop-shop, bespoke interiors offering onto the tried and tested template of our world-class parent entity, AJW Technique in Montreal, which has certainly driven a huge amount of interest in the world of interiors,” he stated.

Ahmed informs that seat cover manufacturing, carpet kitting, headrest covers, literature pockets and life vest pouches are also on offer, along with



Sohaib Ahmed, Programme Manager - Interiors, AJW



There are several operator transitions happening since COVID.

Photo: Ascent Aviation Services

significant savings driven by economies of scale all delivered from one factory location, which offers reduced shipping and manufacturing costs and convenience for the operator.

At HAECO, the cabin solutions unit in the Americas has been involved in cabin modifications for the past 26 years and has issued over 340 supplemental type certificates, ranging from adding seats to installing complete interiors including new seats, lavatories, galleys, in-flight entertainment system, and enhanced connectivity. In recent times, the unit has been more involved in optimising the cabins of single-aisle aircraft, where HAECO has found ways to reduce weight and install additional seating without compromising the passenger experience.

Cabin interior projects can be overly complex. Rasmussen says on larger scale programmes, there are a multitude of suppliers involved. “It is critical that roles and responsibilities are planned up-front to ensure all deliverables are timely and properly executed. In a global supply chain environment, parts will be secured from many different regulatory environments and all the paperwork and qualifications expectations must be clearly articulated at the onset of the project,” he advises.

Before attempting a cabin configuration

**“ In a global supply chain environment, parts will be secured from many different regulatory environments and all the paperwork and qualifications expectations must be clearly articulated at the onset of the project.”**

*Doug Rasmussen, HAECO*

project, Scott Butler, Chief Commercial Officer at Ascent Aviation Services recommends having a full plan up front. He says with lots of operator transitions happening since COVID, operators need to be ready for long lead times with engineering, certification and supply chains. “At Ascent, we try to be the planning focal and working with the operators every step of the way in coordinating all necessary disciplines so we can ensure a high-quality, certified product. We have a strong composite and avionics team which is key in doing the necessary work in-house as changes are made and implemented,” says Butler.

From simple LOPA changes to full VIP reconfigurations, Ascent performs the full



There are many complex considerations before a retrofit project is underway.

Photo: Ascent Aviation Services

spectrum of interior work – “We are even in the process of passenger to freighter modifications as many aircraft are going to cargo conversion.”

Butler continues: “Underestimating the certification requirements can cause delays in interior projects. There has been a lot of increased certification scrutiny in the past few years which drive more engineering, testing and analysis with every modification. Always have a good certification plan when looking at the project schedule.”

### **A one stop approach for bizjet interiors**

The shift towards private flying became more pronounced during the recent COVID stricken years but it is also a clear alternative to commercial premium flights. Coralie Wigg, Director and Co-Owner of Starling Aerospace notes that whilst the pandemic had a seismic impact on the passenger airline market, for the private and VIP aviation segment, opportunities arose for the acceleration of cabin interior

upgrades, whilst certain destinations remained inaccessible. “Starling had to adapt quickly by ensuring that our business could remain productive in a COVID-secure environment -we continue to maintain these standards two years on.”

Wigg explains that typically, lead-in times for projects are short, due to the availability of the aircraft. “It is therefore commonplace for us to quote on the basis of delivering a complete bizjet interior within eight weeks.

“For this schedule to be met means we must rely upon the delivery of materials from our trusted UK suppliers, which we prefer to use as it improves the sustainability of our business. Freight costs from the USA and China have also more than trebled in recent months, as well as taking longer to ship, so we are looking closer to home to expand our supply chain,” Wigg states.

Starling Aerospace recently delivered a full cabin reconfiguration on a Boeing Business Jet for a head of state, an

upgrade for a Global Express to increase size of bulkhead monitors, and a refurbishment of a Cessna Citation for a private operator.

“The latter project involved the complete strip-out of the interior, to include the headliners and sidewalls, prior to a full inspection so we were able to log any additional repairs needed.”

Wigg continues: “New patterns were created for the re-upholstering of the leather seats, as well as the fitment of new carpet, white ultra-leather headliner, new sidewalls which were also sound-proofed. In addition, both cockpit seats were stripped and re-upholstered in black leather and grey sheepskin. All the interior woodwork was stripped back and then re-painted with a smoky grey pearlescent paint.”



Coralie Wigg, Director and Co-Owner of Starling Aerospace

Starling is also managing seat upgrades for a number of other commercial, cargo and private operators and the company is finding that operators are seeking out a ‘one stop shop’ approach and that is a major selling point for Starling, to have the ability to offer a complete turnkey package, from inspection and design to fabrication, installation and certification.

“Basically, if it’s inside the cabin, we are able to manage any project,” Wigg states.

“Underestimating the certification requirements can cause delays in interior projects. There has been a lot of increased certification scrutiny in the past few years which drive more engineering, testing and analysis with every modification. Always have a good certification plan when looking at the project schedule.”

*Scott Butler, Ascent Aviation Services*



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# Flexible engine programmes provide a path to recovery

Recent activity in the market is showing that engine MRO providers are restructuring their operations to better match capacity to demand as aircraft operators ramp up operations. Industry analysts have suggested that if engine MRO providers are able to build back capacity in line with increases in demand, shop visit levels could recover to pre-COVID levels by 2024. If they lag significantly behind demand, they forecast a five-year recovery timeframe to 2026.

In the meantime, there is a clear increase in engine lease demand, especially for short term of six to 12 months suggests Ido Ben Cnaan IAI's Aviation Group's BEDEK MRO Division. He points to the CFM56-7 demand currently seeing the quickest market recovery, but IAI also sees increases in V2500 and CFM56-5 engines too.

"As for widebody aircraft, the demand for lease of PW4000 is at an all-time peak, with finding an available engine becoming very difficult," Cnaan observes. "On the other hand, we also see a significant increase in requests for green-time engines purchase for the mentioned engine types similar to the leasing trends, where recovering airlines prefer to invest in an engine on a short-term base instead of repairing engines for their full life potential at a much higher cost," he says.

In recent years, IAI expanded its engine lease portfolio extensively to not only support MROs but also to support other stand-alone lease requests from operators around the world. "This approach has also enabled us to expand our AOG support capability for airlines in need of an immediate engine," Cnaan notes. IAI currently has CFM56-3/5B/7B, V2500-A5 and PW4000 engines in the portfolio.



There is a significant increase in requests for green-time engines.  
All photos: IAI

*The aircraft engine market is now bouncing back, **Keith Mwanalushi** checks in with Ido Ben Cnaan, IAI's Aviation Group's BEDEK MRO division to see how the engine lease and exchange business is fairing.*

"We are focused on short term engine leases anywhere from a month to two to three years. We are also focusing on providing interesting and flexible engine exchange programmes, starting from straightforward engine exchange where we provide a serviceable engine in exchange to customer's run out engine."

IAI can also take an operator's run out engine, tear it down to parts and provide a replacement – a serviceable engine using the torn down material from the run-out engine – "The exchange

programme is very versatile and flexible, where we tailor-make a customised solution with each case in order to minimise costs and TAT to our customers."

## **Narrowbody engines are seeing a strong comeback**

In a recent webinar on emerging engine value trends hosted by aviation consultancy firm IBA, it was evident that a strong recovery in narrowbody aircraft utilisation has led to greater value stability for engines powering the mature aircraft



Ido Ben Cnaan, VP and GM,  
IAI Aviation Group's BEDEK MRO Division

“

**The exchange programme is very versatile and flexible, where we tailor-make a customised solution with each case in order to minimise costs and TAT to our customers.**

*Ido Ben Cnaan, BEDEK MRO division*

”

are broadly stable, with the LEAP-1A (A320neo) up 0.9% to US\$9.375 million over the past year, the LEAP-1B (B737 MAX) up 1% to US\$10 million, and the PW1127G (A320neo) static at US\$9.5 million, according to IBA data published in March 2022.

For smaller regional carriers with limited insight, the management and

return process of leased engines can be complex. Cnaan agrees that managing and returning a lease engine is a process that can be uneasy to a small airline that is unfamiliar with the standards that the engine lessors require. “Many companies are now offering a lease management and return service where they provide their expertise and help airlines in the lease

types. However, the CFM56-5B market continues to lag behind the CFM56-7B or V2500-A5 which have both benefitted from the US and Chinese domestic market recovery. Many MROs are seeing demand for CFM56 maintenance progressively return following the COVID downturn.

At IAI, the engine lease and purchase requests are increasing strongly, however there are still plenty of engines available in the market and the competition is still high, Cnaan observes. “The pre-pandemic time saw a lot of new engine lessors coming to the market, with many small companies investing in a portfolio of five to 10 engines. When the pandemic, all of the engine lessors got stuck with their assets sitting on the ground not making money.”

Cnaan explains that those engines were purchased at a high market value due to a very strong pre-pandemic engine lease market, and now many of those companies are willing to cut lease rates significantly in order to move their assets to start making revenue – “This affects the lease rates today, as they are still much lower than the pre-COVID time, but if the demand will keep rising the rates will increase eventually.”

The values of aircraft engines powering the new generation narrowbodies



There are still plenty of engines available in the market and the competition is still high.



Engine MRO providers are restructuring their operations to better match capacity to demand.

management and return process. IAI is also offering a lease return service to all our lease customers through our MRO division as this gives the lease customers a much easier engine return process and a cost saving solution as we can use our extensive MRO capabilities and certifications to solve any issue with the engine lease return process," he explains.

Regional aircraft have led the recovery in many regions as airlines downgraded to these types from larger narrowbodies due

to lower levels of demand, and they are also consistently being used on essential (public service obligation) services.

In terms of recent challenges in the engine lease and exchange sector, IAI has seen several airlines struggling with payments as the requirement to return the aircraft to service is increasing quickly, but the required investment in returning the aircraft to service is high after a long storage period and major maintenance activities being put on hold.

## Responding to unique industry requirements

IAI lease engines are built in house using IAI's vast MRO expertise and experience assuring the highest maintenance standards for engines, maximising engine reliability and performance to insure uninterrupted operation.

IAI provides a variety of tailor-made engine exchange programmes and solutions to allow operators continuous operation of their fleet without the need to perform shop visits on their engines. IAI will provide replacement engines instead, with no down time to the aircraft and without the need have concerns about a shop visit.

In addition, IAI offers various engines for sale, fresh from performance shop visit, green-time engines and other engines in various conditions tailored to the operator needs. With minimal advance notice, IAI can also tailor-build engines.

Cnaan explains that among IAI's full MRO capabilities, the company also specialises in locating run out or green time engines and then performs the most optimal and cost-effective work scope on them to produce a serviceable engine with a specific remaining life and performance, as may be required by the operator. "Our extensive in-house repair and maintenance capability allow us the flexibility to offer engines in various conditions as may be needed by the airlines."

Currently, airlines operate on a variety of operational models and each airline has its own short- and long-term strategy, for each of which a specific engine profile is needed and Cnaan mentions that IAI has the capability to provide and tailor build engines.

"We also have a separate engine parts trading unit which specialises in engine teardowns and part sale to airlines, MROs, and others around the world. This unit boosts our ability to find cost effective solutions for our engines that we build and offer to our customers," he concludes.

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## A fresh take on regional turboprops

Jetstream recently announced the lease of 15 Saab 340B cargo conversions to Ameriflight.  
 Photo illustration: Jetstream and Steve Wyrstok

**J**etstream Aviation Capital leases turboprop aircraft to regional and cargo airlines around the world in a very distinctive manner.

Jetstream is the largest global turboprop-only aircraft leasing company based on fleet count. Its portfolio of 175 nine to 78-seat turboprop aircraft and leasing pool of over 100 engines counts 21 airline customers across three continents. Jetstream's fleet of aircraft includes those manufactured by Saab, Cessna, Embraer, Pilatus, and Raytheon, and is now adding ATR 42 and ATR 72 aircraft starting in mid-2022.

What sets Jetstream apart beyond its focus on turboprop aircraft is their novel combination of service and support that surround the aircraft which makes leasing the better business approach for its customers. This approach has operators and the industry taking notice.

Jetstream's lease relationships are reinforced by their team's deep business and extensive operational experience in the regional aviation segment. Jetstream has also cemented a wide range of partnerships with OEMs and MROs, including Saab, who maintain an active support commitment to their aircraft, and the Swedish turboprop

MRO and design organisation specialist TABY Aircraft Maintenance (TAM), with whom Jetstream has completed and delivered numerous modern Saab 340B passenger and Saab 340B cargo conversions.

This year the successful Saab 340B Cargo is being joined by the first-of-its-kind Saab 2000 Cargo conversion, a programme jointly driven between TABY and Jetstream. Jetstream maintains offices in Sweden to ensure close contact and coordination with their industry partners.

Given all this plus their long and exclusive focus and knowledge of the regional turboprop segment, this firm provides a new and differentiated level of customer understanding, experience and resources compared to other lessors in the regional segment.

### Backstory

How did Jetstream come to recognise the turboprop opportunity in regional aviation? Aviation consultants Stuart Klaskin and Arthur Kushner developed a deep passion and understanding of regional aviation, including turboprops and their intricacies, through their globally recognised KKC Aviation Consulting,

launched in 1992. While their consulting went far beyond turboprop aircraft and markets, KKC served as the perch from which to see the gradual shift of larger operators pulling out of regional markets, the increasing shift to fleet leasing, and a growing need for a new type of product and service level and support in the global regional aviation market.

The recognition of the opportunity for investing in and leasing to the regional aviation market and offering enhanced options for operating turboprops led to the formation of Jetstream Aviation Capital in 2008, when, joined by their partners, eminent regional aviation executive Bill Jones and finance veteran Konrad Tree, the company garnered institutional and individual investment capital to acquire aircraft, build offices and staff in Miami, and began crafting and providing access to modern lease arrangements, refreshed aircraft, and a multitude of support products to regional operators to create a new type of leasing platform.

### Why turboprops?

Bottom line, aircraft economics, reliability and capability. A combination of market demand, aircraft value, productive



Saab 2000 Cargo Demonstrator. A sense of the final product anticipated to be certified in Q3.  
 Photo: Taby Aircraft Maintenance. Illustration - Jetstream and Steve Wyrstok

service life and operational efficiency drew the partners to focus exclusively on the largely ignored turboprop asset class. They wanted to help operators realise the full- and long-term potential of this reliable, proven, and often undervalued type of aircraft in global markets, especially given the lack of financing options available to independent regional airlines.

Understanding the operational and financial differentiators is a point of pride within Jetstream. "We have a deep comprehension of regional airline operations at the granular level and appreciation for the challenges our customers face" says Stuart Klaskin, CEO. "In contrast to many of our competitors, who have found their way to turboprop leasing as a sideline, often coming from large jet leasing, regional jet leasing, helicopters, or corporate aircraft financing, we built Jetstream from day one to specialise only in regional turboprops. Therefore, our entire focus is optimised for that industry sector. Deal structuring, portfolio management, technical management, remarketing - everything is built around Jetstream's turboprop-focused platform."

The partners realised that to be a viable long-term provider of aircraft in

this unique segment, staying current and evolving their offerings, methods, aircraft, and support needs was going to be critical. Jetstream recognised early that the aircraft themselves needed to stay current and on par from a customer experience and expectations standpoint. Whether passenger or cargo, Jetstream has invested heavily in new development enhancements and modern solutions in passenger comfort, avionics, airframe, engine upgrades and cargo systems.

This defining proposition - a factor all their operator clients value - is knowing the firm's DNA is 100% optimised for the regional aviation and turboprop markets.

### Today

Jetstream maintains offices in Miami, Florida and Karlskrona, Sweden with a growing team of highly experienced experts in their areas of focus who support the regional turboprop operators. Geographically, Jetstream's customers include those in North America, Europe, the Caribbean and Australia and South Asia.

Working with multiple suppliers and MROs, frequent aircraft deliveries are announced for aircraft that are delivered ready to operate with long-reaching support programs, to fleets across

the globe meeting their local market requirements.

The company's ongoing initiatives offer and deploy best-in-class upgrades to enhance the utility of the Saab 340 and 2000 aircraft include next-generation requirements such as digital cockpits, interior upgrades; and new engineering solutions designed to future-proof the aircraft and keep them viable in the market for many years ahead.

Jetstream's latest supported aircraft developments include the new-to-market Saab 2000 cargo aircraft, additional Saab 340 and Saab 2000 LPV approach solutions and new, low-cost liquid crystal display cockpit screen solutions.

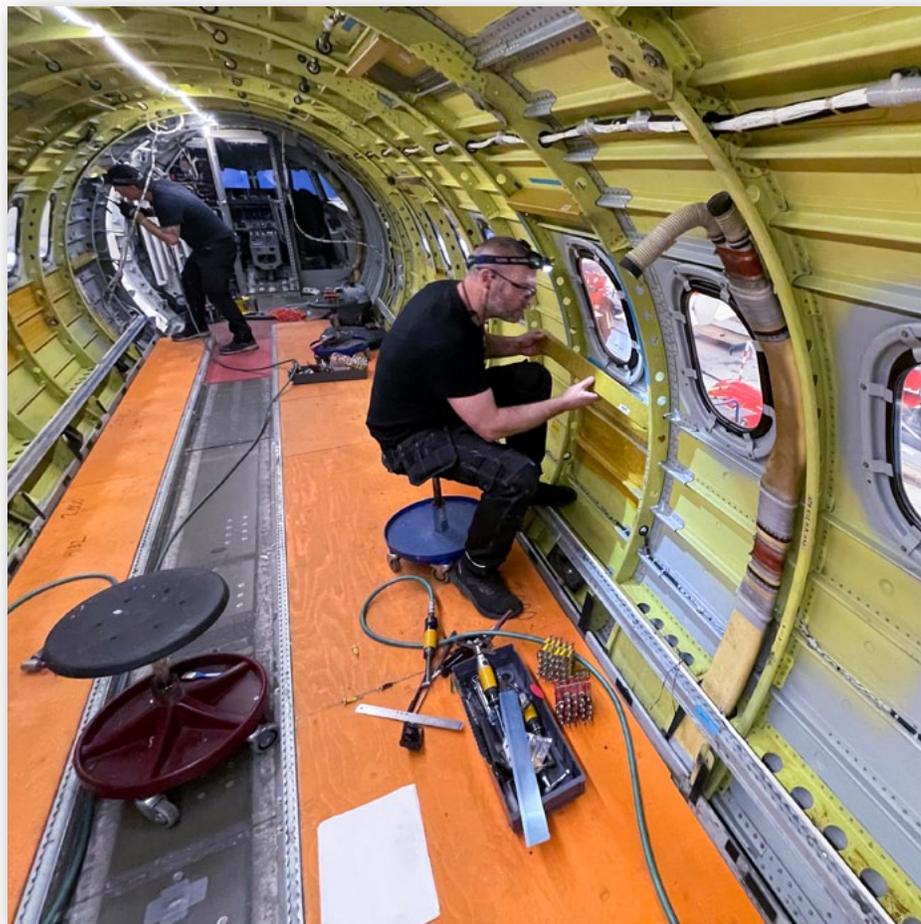
Jetstream's ownership of the majority of the Saab 2000 production run allows for feedstock to dedicate resources to the development of the Saab 2000 cargo conversion programme with partner TABY of Sweden.

CEO Klaskin and Global Director, Saab 2000 Leasing and Sales Donald Kamenz, point to the ongoing global demand for aircraft in this category and configuration.

Most of today's major independent regional passenger and cargo operators lease from Jetstream including IBC Airways, Link Airways, Loganair, NyxAir,



Long standing Jetstream customer EZ Air makes maximum use of the Saab 340BPlus.  
 Photo: Jetstream and Donald Matsuura



Re-engineering the airframe during the conversion from passenger to cargo at Taby Aircraft Maintenance.  
 Photo: Jetstream and Donald Kamenz

Silver Airways, and Southern Airways Express. Within the last month, Jetstream has announced a fifteen-unit Saab 340B cargo commitment with new Saab operator Ameriflight of Dallas, Texas – one of the largest providers of regional lift for integrators FedEx, UPS and DHL, and another long-standing customer of Jetstream.

### The future

When asked about the future, Klaskin reiterates Jetstream's focus on turboprop aircraft. "We don't think of ourselves as being only in the aircraft leasing or finance business" he says. "We are in the regional air transportation business; our customers connect their market destinations and we support their efforts through our aircraft and operator support approach and programmes." According to Klaskin, "We believe there is no more efficient way to move passengers or cargo than by air. There will always be smaller, regionally important destinations where the most appropriate aircraft - often, the only appropriate aircraft - is a turboprop. So long as there is that need and a market opportunity, Jetstream will be here."



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# Q & A

In the  
hot seat...

Pär Gulle  
Managing Director  
Täby Air Maintenance  
(TAM)



**What attracted you to this industry?**

Ever since I was kid, I have had a keen interest in aviation and therefore I studied aeronautics at the Royal Institute of Technology in Stockholm. My first job after graduating was with a Swedish regional airline, now defunct, who, in fact, operated the Saab 340. So, me and that aircraft have a history...

**What does a typical day involve in your role?**

A true but maybe boring answer would be: There are no typical days. Certainly, as managing director I have a lot of administration to take care of, together with the rest of our management, but apart from that, my days are very varied. However, I often meet with customers, talk to suppliers and try to navigate certain bureaucratic authorities. What I certainly prioritise to do, every day, is to take a walk in the workshops and meet with our staff. "Management by walking around" is to me the best way to have a true operational overview on how we are doing.

**What are the key capabilities and solutions at TAM?**

With more than thirty years in the MRO business, I can clearly say that we know our business. Over the years, we have widened

our competences, so now, we have the ability to deliver anything within the scope of "traditional" MRO. In addition, as we have our own design and production approvals – FAA as well as EASA – we can also design and manufacture hard to find airframe spares as well as what might be needed for major conversions or airframe rebuilds.

**Are there enough available Saabs remaining to supply the freighter market?**

Yes, we are certain that there will be enough Saabs available to us for a foreseeable future. Our focus is now on the Saab 340B/B+, of which about 300 were built and just about 10% have so far been converted to freighters.

**Tell us about your relationship with Jetstream Aviation?**

We are very happy to work with Jetstream Aviation, as they have been a customer and partner in our cargo conversion programme for a long time. Furthermore, as some of their key persons go way back when it comes to Saabs, we know them as a knowledgeable and very competent partner.

**What was behind the decision to include the ATR 72 in your service portfolio?**

Time had come for us to widen our

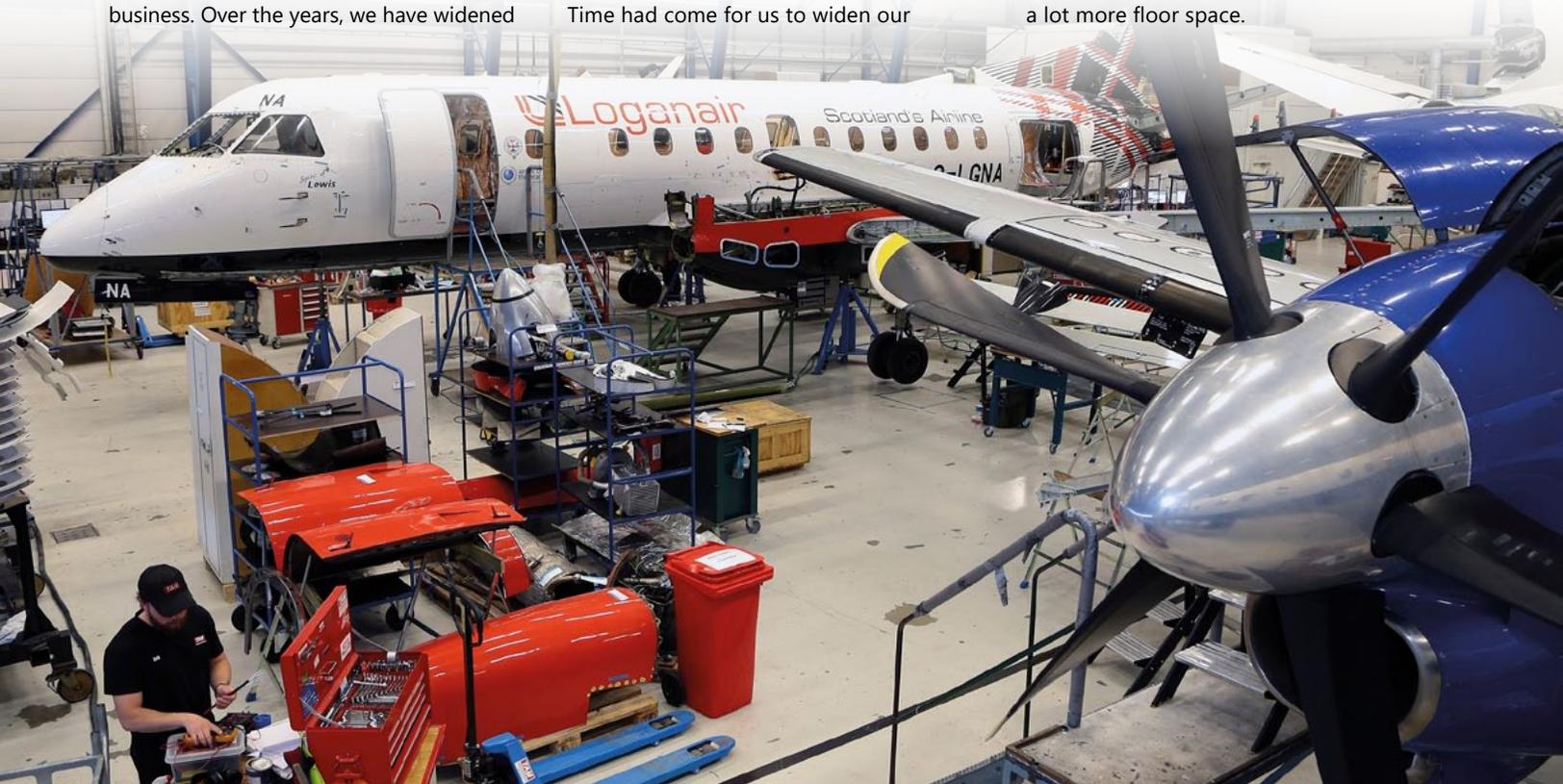
perspective – the number of Saab operators, especially in Europe became fewer and as the ATR is the natural successor to Saabs for many airlines, we saw the inclusion of the ATR 72 as a natural step to take. It was not a giant step, far from a leap, as the ATRs, from a maintenance point of view are not that different from the Saabs, well, then maybe apart from the obvious fact that the Saabs are low-winged and the ATR has its wing mounted high.

**Are you seeing any significant challenges in the MRO supply chain as markets recover?**

We are seeing challenges in some areas and therefore we are working with alternative suppliers and partners as well as focusing on having the best possible stock level based on anticipated workload.

**What are you most looking forward to in the coming months?**

Well, as I dare to say that we have a good order income, I have a hope that we can recruit more technicians – we have an urgent need for a few right now, and even more in the long term. We are also looking at different alternatives for a physical expansion – we are growing and need quite a lot more floor space.



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## »»»»» → *on the move*



Gerard Browne

Contrail Aviation Support, a full-service engine asset management platform as well as worldwide supplier of surplus and aftermarket commercial jet engine components, has announced the appointment of GECAS veteran **Gerard Browne** as SVP of Marketing and Origination. In his new role, Browne will focus on sourcing assets from lessors and airlines across the globe, leveraging his experience, background and deep relationships within the industry

to identify opportunities for strategic growth. He teams up with **Mark Shaw** (Contrail's Senior VP Airline Marketing) to represent the company from a marketing leadership perspective, helping to promote Contrail's asset strategy, profile and position in the industry. Browne joins Contrail having most recently served as the VP of Engine Trading at GECAS & AerCap in Shannon, Ireland. In that role, he developed and implemented sales strategies for the organisation to involve asset types and timing of engine trading. Prior to that, he was the AVP of Engine Leasing at GE Capital Aviation Services.



Dennis Kohr

As of August 1, **Dennis Kohr** will become Head of Corporate Sales Asia Pacific for the Lufthansa Technik Group. He succeeds **Thomas Böttger**, who became Head of Purchasing in March of this year. Kohr, currently Head of Product Sales & Fulfillment Open Loop, EMEA, previously held several leading positions in sales and customer service, also outside the Lufthansa Group. After joining Lufthansa Technik in 2006 as a project manager

in component sales, his professional career led him to Jet Aviation, among others, first to Switzerland as Director Sales and Customer Support and later to Austria as Accountable Manager. He returned to Lufthansa Technik in 2018 as Head of Product Sales EMEA (Europe, Middle East, Africa) in the component division. Kohr completes Lufthansa Technik's corporate sales senior leadership team, consisting of **Kai-Stefan Roepke**, who is responsible for EMEA (Europe, Middle East and Africa) and **Georgios Ouzounidis**, who is heading the sales activities for the Americas region.



Leonard Lump

MRO service provider SR Technics has released that **Leonard Lump** has joined its Business Development team as Vice President for Americas. Lump has over 23 years of experience as an executive in the aerospace and aviation industry having worked in the areas of aerospace design, manufacturing and the aftermarket on both engine and airframes. Most recently he served on the executive team for ITS as Global Vice President of Sales

and Product Line, creating the company's strategy and leading the organisation's global expansion on airframe and engine component support to airlines. Before joining SR Technics and prior to ITS, Lump worked for Chromalloy as Global Director on its Small Engine Market segment with the creation of the organisation's strategy and the expansion of business and development of critical engine repairs.



Rachael Caston

AJW Group, a producer of aircraft component parts, repair, and supply chain solutions provider, has appointed **Rachael Caston** as CEO of AJW Aviation. Caston, who has an honours degree in Aeronautical Engineering, an MA in Strategic and International Defence, and qualifications in strategic leadership and management from the Chartered Management Institute (CMI), will guide the organisation in its mission to transform

aviation efficiency, focusing on continued strategic, operational and financial strength in delivering an exceptional customer experience. From September 1, 2022, Caston will assume the role, joining AJW from the Civil Aviation Authority (CAA) where she provided executive level leadership for the at Royal Air Force UK Airprox Board (RAF) Northolt. Ms Caston has a long and distinguished career in aviation, including active service as a professional pilot, Executive Officer, and Commanding Officer in the RAF, and extensive business transformation experience, leading teams with a people-centric mindset.



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