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Along with investments in tools and processes, we remain committed to expanding our business to better meet your needs. For EMEA & Asia, we will begin construction of a new wide-body hangar and tarmac expansion in Basel this August, while the opening of our new MRO facility in Macau is planned for Q3. In addition, we anticipate a soft opening of our new FBO facilities at the shared Dubai South VIP Terminal, also in Q3, to be followed later in the year by the grand opening of our large new tenant hangar in Singapore.

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We appreciate your ongoing support and feedback, and fully intend to earn your trust by continuing to meet the highest aviation standards for the next 50 years, and beyond.

All the best,

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Thierry Boutsen has gone from a mechanical-engineering degree to Formula 1 racing to aircraft brokerage. Earning the university degree was not really his idea, but rather part of a deal with his father for permission to race. In the end, it has served him well, first with race cars and now in the world of aviation. From the dazzling Principality of Monaco, Boutsen and his team guide international customers through the complexities of aircraft sales.
Monaco is a city that is both seamless and wildly juxtapositional. Architecture of one century gives way to that of another century in a moment. The beauty of the Belle Époque architecture is almost overwhelming. Interesting small buildings can be found around every corner. Large buildings constructed during decades not known for their aesthetic are also scattered about, bringing some cacophony to the urban landscape.

Monaco is the most densely populated country in the world. The community was begun on “The Rock,” which juts out into the Mediterranean and features the Prince’s Palace, Saint Nicholas Cathedral and the Oceanographic Museum. The principality grew and then shrunk and now makes up a whopping 2.02 square kilometers – 4.4 kilometers in length and less than 2 kilometers at its widest point. It is the second smallest city-state, larger than only than the Vatican.

About 30 percent of Monaco’s residents are millionaires. In the spring, the big yachts arrive, back from the Caribbean. Parking in front of the casino resembles a Maserati convention. Housing is the most expensive in the world.

Things in Monaco tend to have a bit of flair, and Thierry Boutsen has his. He used to be a Formula 1 driver. The car he drove in 1989 hangs on the wall of the entryway to Boutsen Aviation. The trophies from his three Grand Prix wins stand in his office.

Before going to university to get a degree in mechanical engineering, Boutsen had done some work on business jets as a mechanic. When he had enough money, in 1988, he bought his first aircraft, a Piper Cheyenne II. He then moved on to a Learjet 35A, and then a Cessna Citation ISP. He always flew and managed his own aircraft. He took his friend, fellow Formula 1 driver Heinz Harald Frenzen, along on ski trips and such in his Citation. In 1997, Frenzen decided he wanted a plane of his own. He did not know where to find an aircraft, or how to register and operate it. Boutsen had about ten years of experience doing these things for himself, so Frenzen asked him to broker the deal.

Boutsen helped Frenzen buy a Cessna Citation. A couple of months later, a Formula 1 team owner asked Boutsen for help selling his aircraft.

In order to make these deals, Boutsen founded Boutsen Aviation together with his wife Daniela. She was more the business person, he the sportsman. He was still racing at the time. She was glad to end her days as a “decorative plant” next to her racer husband and get back to work.

Boutsen had met Daniela in Berlin, at a gala event for the Golden Steering Wheel Award. Daniela had grown up in West Berlin, and she had wanted to study art. She was not able to go to art school, so instead she apprenticed at the Royal Porcelain Factory in Berlin. She worked in various departments of the elite company, founded in 1763, and fell in love with material.

In order to afford her own apartment during the apprenticeship, she had also worked for event companies. When she finished the apprenticeship, she started her own business, helping companies organize events for trade shows. She soon had the second-largest such business in West Berlin, with clients such as Audi, Porsche and Grundig.

When she was introduced to Boutsen, she had no idea he was a racer. He gave her his card. She had it on the desk at her office, and her male secretary said, “You met Thierry Boutsen??” She put the card away. Formula 1 racers were skirt chasers.

Boutsen called her – day after day, week after week. He even began learning German. He sent flowers. He offered to come and pick her up in his Citation. She held out.
The driver cannot compensate anymore.”

“Virtually everything is for sale, they look at all aircraft of the

There is one clear advantage that has come from new technologies and regulations. There has only been one Formula 1 fatality since Ayrton Senna’s fatal crash in 1994. Senna was Thierry’s best friend in the racing world, and he would have been the godfather of Thierry’s second child.

The one race that Boutsen still attends, as a spectator, is the Monaco Grand Prix. He says it is the toughest and most exciting of the Formula 1 races.

The course is all on city streets, with cliffs and tightly wound. There are guard rails running along the whole course.

He drove it ten times, but it was not a lucky course for him. Several times, when he was doing well, a piece came flying off his car, or something else broke.

Thierry left his native Belgium and moved to Monaco in 1984, after his second year of Formula 1 racing. He stopped racing Formula 1 in 1993, at the age of 36, and gave up racing altogether in 1999, shortly after a bad crash at Le Mans.

A WIDE SEARCH

There are a relatively small number of aircraft in the world, and brokers have access to data bases that provide information on all of them. When Boutsen Aviation receives an exclusive mandate from a client to purchase an aircraft, the brokers do not just look at aircraft for sale. They look at all aircraft of the desired model that are registered anywhere in the world and they approach owners of those that they think would be a good fit for their client. Executive Vice-President Mathieu Pezin repeats the old adage, “Virtually everything is for sale, it depends on the price.”
HELI album

Mathieu Pezin handles helicopter transactions at Boutsen Aviation. He does about two per year.

He says that only a very small percentage of the world’s helicopter sales are VIP. Most helicopters have commercial uses such as fire fighting, medical evacuation, military, police, taxi services and transportation for the oil-and-gas industry.

He says that when VIPs do own helicopters, they often fly the aircraft themselves. According to Pezin, helicopters are a rare business tool for individuals. Instead, they are often part of a progression – business jet, yacht, helicopter.

GROWING

Up until 2000, Boutsen had mostly been helping clients buy and sell small jets. They were the kind of aircraft he knew from his personal experience. Once solidly in aircraft brokerage full-time, he began studying the larger jets – Challengers, Falcons, Gulfstreams – one by one. He was moving things up a notch in his business, and he was doing it with an engineer’s penchant for analysis and detail.

In late 2000, he hired Dominique Trinquet, who had been an airline pilot, then a business jet pilot, before moving into aircraft brokerage in France. In 2002, Mathieu Pezin joined the team. He had studied aviation management and flight technology in the US, planning to become a pilot for a US airline, but when the rules for foreign pilots in the US changed after the September 11 attacks, the Frenchman readjusted his career path. Pezin is now executive vice-president of Boutsen Aviation, and Trinquet is president.

The sales force is growing. There are two additional salesmen in the Monaco office, and one based in the United Arab Emirates. All Boutsen salesmen are pilots. And they all go through a long learning process. Aircraft deals are complex, often much more so than people realize before they begin.

Once an aircraft purchase is complete, Boutsen and his team will get the aircraft registered and organize any changes that need to be made for the new jurisdiction. “There will be something you need to do on the aircraft to make it legal,” he says. Even within France, for example, there are four different regulatory authorities, with four sets of rules.

Boutsen Aviation will also oversee refurbishment and help the client find an aircraft operator. In 2008, the company brokered the purchase of two new Airbus A319 aircraft. These are the two aircraft that were brought to Jet Aviation in 2010 for refurbishment.

The customer later asked Daniela Boutsen if she could take care of the loose items for the aircraft. She coordinated the tableware, cushions, vases and other elements. She enjoyed the experience and found it tied together many different materials. She visited them to see how they made their products. She also spoke to flight operators and flight crews to understand what they needed on an aircraft.

Boutsen says that yachts are sometimes a bit like racing. There are different cultures, and different ways people think about how to make maximum use of limited space, as well as how to improve a passenger’s experience.

Daniela Boutsen and Mathieu Pezin have walked through the Monaco-based company currently works with 140 brands. Sometimes president Daniela Boutsen orders existing products, and other times, she has custom pieces created to fit colors and patterns found in an aircraft interior.

Over the years, she has learned how to make maximum use of minimum space, as well as how to organize a variety of small details to improve a passenger’s experience. She has clients think about how they want to do food service onboard – which part of the aircraft, how often, which style. And this, of course, has to do with who will be on the aircraft and how far it will fly. Ultimately, it has a lot to do with truly understanding the lifestyle of those who will be onboard.

Boutsen Design also works on yachts and residences. Daniela Boutsen says that yachts are somewhat similar to aircraft in that you have limited space and certain regulatory requirements. When it comes to homes, she enjoys the freedom from these restrictions. At a kind of meeting point of these two activities, Boutsen decorated the dining room at the Yacht Club de Monaco in which Prince Albert usually dines.
Jet Aviation
The first 25 years – 1967 to 1992
Vision and elbow grease in the rise of business aviation
In 1967, Carl Hirschmann founded Jet Aviation to do maintenance for four Learjets brought to Europe by three retired US Air Force generals. By 1992, Jet Aviation was an international company, firmly rooted on both sides of the Atlantic, offering maintenance, management, charter, handling and famously elaborate completions. During the 25 years in between, there was a lot of hard work and improvisation, spurred on by vision, dedication and a very large personality.

“Carl Hirschmann was bigger than life,” says Wilson Leach, founder and publisher of Aviation International News. “He was just a bigger-than-life presence.”

Hirschmann was very tall and extremely charismatic. When he entered a room, he filled it with his energy. He had a knack for meeting people, and this is part of what drove his business life. “You know how it often is,” says his son Thomas Hirschmann, “you meet someone, and it was a nice evening, and then you part and you don’t see each other anymore. “My father was always able to attract people to stay on – on his train of life.”

Hirschmann had a knack for meeting people all over the world, from the Shahs of Iran and the Aga Khan to Frank Sinatra and various Hollywood celebrities. He loved a party and he entertained often.

He was born in 1920 to a German father and a Swiss mother, and he spent most of his childhood in Munich, Germany. At 16, he began working as a waiter at Hotel Waldhaus, near Switzerland’s glamorous mountain town of St. Moritz. He went on from there to Paris, and when the Germans entered Paris during the Second World War, he took a boat to New York, where his older brother lived. Hirschmann opened a delicatessen. Then he opened a second one.

Hirschmann knew that the Swiss charter airline Globair had gone bankrupt and that its two hangars in Basel were empty. He arranged to rent the hangars and made a deal with the generals to do the maintenance for their aircraft. Hirschmann opened a second one.

He learned to fly, in 1944, when he was 24 years old, and a few years later, he bought a P51 Mustang. He began selling Swiss precision machines in the US, and he expanded the business to include sales to the aviation industry, including the US Air Force. He discovered that every aircraft manufacturer had a hangar, which allowed Hirschmann to fly to his meetings. He began using his aircraft as a business tool.

Hirschmann moved back to Switzerland in the early 1950s. About ten years later, he bought an Aero Commander and at one point flew it to Africa. By the mid-1960s, he had over 30 businesses, ranging from a bank to the Mount Kenya Safari Club to cocoa plantations in Malaysia. Three retired US Air Force generals, Albert F. Lassiter, Curtis E. LeMay and Paul Tibbets, who were founders of the charter service Executive Jet Aviation in the US, decided to start a charter service in Europe. They opened a second one.

They had stationed the aircraft in Geneva, but they did not have a hangar. Hirschmann knew that the Swiss charter airline Globair had gone bankrupt and that its two hangars in Basel were empty. He arranged to rent the hangars and made a deal with the generals to do the maintenance for their aircraft. These planes were the first generation of the aircraft Bill Lear had designed based on the Swiss P16 fighter plane.

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To say that Zelouf had to be flexible and dedicated in the early years at Jet Aviation would be quite an understatement. The generals registered the Learjets in Switzerland, and the Federal Office of Civil Aviation told Zelouf that he was the inspector, adding, “If you don’t change things, we will pull your license.” It was now Zelouf’s job to be the killjoy who informed everyone that they needed to be keeping log books and maintenance schedules. “Teaching the guys that the aircraft cannot leave just like that,” he says.

Hirschmann from his days selling machines to the Air Force, and they asked him for help.

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Zelouf was also the mechanic, and he needed to know how to work on the Learjets. So he took the manual home and figured it out.

It was decided that Jet Aviation would service Falcon aircraft, so in July of 1968, Zelouf went to Bordeaux, France for training on the Falcon 20 at Dassault Aviation. A few months later, the owners of the Falcon 20 with the serial number 3 brought their aircraft to Jet Aviation for the large C-inspection. “We had no books, we had no tools,” says Zelouf. “The customer was in Zurich. I said, ‘Can I borrow your tools?’”
Zelouf was sent to Paris to train a company on its Learjet 24. People also started coming to him in Basel for Learjet training. A few years later, he would be sent to Amsterdam for Fokker training and then Savannah, Georgia for training on the Gulfstream II. After he learned about the maintenance of an aircraft, he would teach it to others.

Zelouf says that in the early years, he brought in employees from wherever he could find them. “We were a motley crew from all over Europe and the US at first,” he says, “and it wasn’t easy to form a dedicated staff. Managers came and went. Projects were launched and then called off. Some things worked out and some failed.”

In 1969, Jet Aviation expanded to Zurich and Geneva. With the help of his good relationship with the businessman Dieter Bührle, Hirschmann was able to buy ground handling and maintenance services from Pilatus in Zurich and Geneva.

These services were offered not only to private and business jets, but also to charter airlines, as well as government and military aircraft. In 1970, the US generals took their Learjets home. Executive Jet Aviation was connected to the Penn Central Railroad system. The railway went bankrupt in 1970, and the generals’ charter-operating days in Europe were over.

In 1984, Richard Santulli would buy the US Executive Jet Aviation, and introduce a new concept – fractional ownership. With this system, in which customers do not buy an entire aircraft, but rather a “share” of an aircraft, Santulli would found NetJets.

Zelouf was able to borrow manuals as well as all of the spares that the customer had, including very heavy brakes. He would drive from Basel to Zurich in his Austin 1100 with hydraulic suspension to get these things. The load was so heavy it pulled the back half of the car down. “And when I was driving in town, the police always stopped me,” says Zelouf. “They thought I did something to my car.”

He also had to fly to Paris two or three times a week to get a part. This was before Dassault and Jet Aviation had the strong relationship that they have today, and Dassault did not welcome the competition.

In the end, the aircraft was delivered on time, and the flight test showed no defects. Jet Aviation received a contract to continue to service the plane.

In the meantime, the years following the generals’ departure were tough for Jet Aviation. The company did get some business from the Red Cross. The organization was flying to Africa because of various crises, including the Biafra War. They flew propeller-driven Douglas DC-4 and DC-6 airliners. There were not a lot of business jets in Europe, and Jet Aviation picked up maintenance and handling work wherever it could.

Some people at Jet Aviation believed strongly in the future of business aviation, while others considered “those little planes” insignificant. Zelouf was one of the first believers in the new industry, and when Hirschmann formed the separate Business Jet Aviation Division, he put Zelouf in charge. As the 1970s progressed, business-jet use began to pick up a little, especially in the Middle East, where the steep increase in petroleum prices had brought in a lot of cash. Jet Aviation built a reputation, one customer at a time, based not only on technical skill but also personalized service.

Zelouf developed a special relationship with Oman, for example, after Omani pilots heard about Jet Aviation’s service from a satisfied German customer and brought an aircraft to Jet Aviation for an inspection. They were very happy with the work, and they told Zelouf he had a customer for life.

At the time there was no ground-service infrastructure in Oman, so Jet Aviation arranged to have a hangar built and ground equipment delivered. Royal Flight Oman purchased some larger aircraft, and Zelouf was part of the contract signing. The Omani Police Airwing bought helicopters and a Learjet, and Jet Aviation helped there too.

“We were a motley crew from all over Europe and the US at first.”
CROSSAIR
Crossair was Switzerland’s best-known charter airline, and in the late 1970s and early 1980s, it was a large part of business for Jet Aviation Zurich. The Swissair captain Moritz Suter had run a company called Business Flyers, and had the aircraft maintained at Jet Aviation Zurich. “One day he came and said, ‘I am going to start a charter company,’” says Werner Aerne, former senior vice president and general manager of Jet Aviation Zurich. “He painted his Business Flyer aircraft all white. Then he came with the Crossair aircraft all white. ‘I am going to start a charter company,’” he said. Werner Aerne, former senior vice president and general manager of Jet Aviation Zurich, remembers Rolf Wehrle, former Director and Charter in Europe, the Middle East and Asia, saying: “Either there were planes, and then you worked day and night, or there was nothing.”

Jet Aviation was developing loyal customers and growing through word of mouth. All three Jet Aviation facilities had a wide variety of abilities, with a certain specialization. Zurich had a smaller hangar than the other two locations, and it was able to bring in experts from Germany, leading it to become a top Cessna service center. Several Gulfstream aircraft were stationed in Geneva, so Gulfstream became a specialty there. Basel also had Gulfstream capabilities, and it developed expertise with Dassault Falcons. Airline handling and maintenance remained important at the Swiss facilities, with a lot of business coming from charter airlines.

Jet Aviation headquarters was in Zurich, alongside those of Carl Hirschmann’s other businesses. “We had rented a huge part of a building for those over 30 companies,” says Thomas Hirschmann. “When Jet came along, we said, ‘Okay, another office or two.’” Over time, Jet Aviation became Carl Hirschmann’s main focus.

**DOING WHAT IT TAKES**

Carl Hirschmann was often described as a born entrepreneur. “He had great instincts,” said his son Carl Hirschmann Jr. in 2007, speaking about what had given Jet Aviation 40 successful years. “It was a combination of instincts and outstanding personality. Whenever he had an idea, he could display great enthusiasm and then generate the energy to get things done.”

Carl Hirschmann hung in there in the early days of Jet Aviation, even though losses piled up. “He never gave up on the concept,” said his son Carl. “He was just a tough guy. He believed in what he did and had a lot of courage.”

Many Jet Aviation employees think of the early days as an exciting time that allowed them to take a lot of initiative. “There was freedom to find a solution,” explains Josef Speck, former Director of Customer Service at Jet Aviation Maintenance in Zurich. “You were very independent. You could do a lot, as long as you did it well.”

Managers had the opportunity to develop as businessmen. “Carl Hirschmann left you room to bring entrepreneurship into your business unit,” says Jürg Reithinger, senior vice president and general manager of Aircraft Management and Charter in Europe, the Middle East and Asia. “In the late 1960s and early 1970s, everyone had to think on their feet. Paul Kempf, who later became chief inspector at Jet Aviation, remembers fixing a carburetor heater with bicycle parts and also telling a pilot that he would try to fix his compass, and that if it did not work, the pilot would not have to pay. Employees had to work hard and be flexible. There was no such thing as a regular schedule. “Either there were planes, and then you worked day and night, or there was nothing.”

Employees had to work hard and be flexible. There was no such thing as a regular schedule. “Either there were planes, and then you worked day and night, or there was nothing,” remembered Rolf Wehrle, former Director of Purchasing and Logistics at Jet Aviation Basel. “You really yearned for planes, except on the weekends, and that’s when they usually came.”

Sometime in the mid-1970s, things did begin to stabilize at Jet Aviation. The number of small aircraft in Europe was increasing. The company was able to develop a certain amount of routine.

In 1975, Jet Aviation took its first step abroad, with a maintenance operation in Düsseldorf, Germany. Carl Hirschmann had spent much of his youth in Munich and he had a precision tools company in Winnels, near the eastern edge of the Black Forest, not far north of Switzerland. He was connected to Germany, knew it had enormous potential as market, and he had seen that there was a concentration of business jets around Düsseldorf. There was a hangar available in Düsseldorf, and Jet Aviation set up its operations. The company was able to establish itself in Germany, despite a lot of competition.

In 1977, Carl Hirschmann added a charter business, after having purchased a first Learjet 24 in 1972, and then another in 1974. Heinz Kühli, who ran the division, remembers visit-
A BIG IDEA

Carl Hirschmann observed that clients from the Middle East tended to travel with a large number of family members, friends and staff. He believed that they would begin to buy larger aircraft. And he saw a future in converting airliners, by adding custom VIP cabins.

This was being done by two or three companies in the US, but no one in Europe was doing it. An executive vice president from one of the US companies visited Jet Aviation, and Carl Hirschmann told the American that he was considering going into completions. The American told him it was difficult and that he would never be able to do it.

“I guess that was the wrong thing to say,” says Thomas Hirschmann.

Carl Hirschmann made a few phone calls and bought an old four-engine ex-Cathay Pacific Convair 880 jet airliner. He sent his son Carl Jr. to Miami to pick it up. Everyone who remembers the aircraft speaks of the huge black clouds that came out of its engines and the noise that it made.

Hirschmann brought it to Basel and told Zelouf, “Elie, you know, when you don’t have enough maintenance work, you can do outfitting.” Hirschmann had furniture for the aircraft made in the US and brought to Switzerland. Employees in Basel would install this furniture and do the rest of the completions.

The whole thing seemed a little vague to the employees, who still had all of their other work to do. Then, suddenly, it became very concrete.

“About four months before the 1977 Paris Air Show,” says Zelouf, “Hirschmann told me he intended to take the Convair to the show for display, and that the interior had to be ready. We had to hire in manpower from all over the place, and still worked day and night to get it done. But we somehow managed it.”

Rainer Albecker, who worked in avionics installation, was put in charge of the on-board entertainment system. “It was not the entertainment system that you have today,” he says. “It was off-the-shelf equipment. And because Mr. Hirschmann was a friend of Max Grundig’s, we installed Grundig equipment.”

The system included a turntable. “When everything was finished,” says Albecker, “Mr. Grundig came to look, with his wife and the dog.” Grundig was not the only one interested in having a look. Jet Aviation took the completed Convair 880 to the Paris Air Show and thousands walked through the aircraft. “There was a lot of excitement,” Albecker says. “An airliner converted into a business jet was almost unimaginable.”

Brian Barnevik once said,” says Thomas, “‘If 75 percent of my decisions are right, I’m doing well.’ With my father it was about the same thing. Some you win, some you lose, but obviously he came out on top.”
Working with winners

Murray Smith, editor and publisher of Professional Pilot magazine, remembers Carl Hirschmann’s insistence on quality. “He used to say, ‘I work with winners and I sell to winners,’ says Smith. “The people he surrounded himself with were very well selected. They worked at the highest level – best fabric, best maintenance. He had very high expectations. He loved this industry.”

Smith also talks about a very human side to Hirschmann. Murray had just separated from his wife, and he found himself at the Paris Air Show with two small children. He needed a place to change the younger one’s diapers.

Hirschmann had a newly completed Boeing 727 on display. He told Smith, “That 727 is here. Be careful. Go ahead.”

Jet Aviation also chartered the Con- vair for a while. This created a group of people who had flown in a converted tolliner and became interested in hav- ing their own.

Over the next several years, Jet Avi- nation completed two Boeing 707 air- craft, two Douglas DC-8s, and several Dassault Falcons. Then in the early 1980s, Carl Hirschmann took another risk that firmly cemented Jet Aviation’s leading position in VIP completions. He bought five Boeing 727-100s from Lufthansa and installed luxury cabins.

By that time, Jet Aviation Basel had all the capabilities in house, including a wood shop, a sheet-metal shop, an up- holstery shop, design services and engi- neering staff. In addition to skilled Swiss employees, Hirschmann had hired some experienced workmen from the US as well as many talented craftsmen from the nearby Alsace region of France.

The airplanes were sold as fast as they could be converted. Some were sold twice, when the original buyers hit hard times and were not able to make payments.

One of the planes that was sold a second time went to the Australian en- trepreneur Alan Bond. He was having dinner on the Hirschmann yacht Blue Shadow in the south of France when he mentioned that he needed a larger air- plane for his travels between Australia, Europe and the US. Carl Hirschmann said that he happened to have a Boeing 727. So during dinner, Hirschmann asked for a paper napkin and the two men signed a deal on it covering Bond’s purchase of the aircraft. A few weeks later the plane was delivered to him.

Jet Aviation was now widely known as a company that created beautiful and practical aircraft interiors. Al- though Jet Aviation developed a top reputation for maintenance, opera- tions, handling and other business-avi- nation services, creating a luxurious air- craft cabin has a certain flair, and for many, Jet Aviation would first and fore- most remain the company that makes those amazing aircraft interiors.

Several of the customers who bought these early converted airliners also had Jet Aviation operate the air- craft. The company’s circle of benefits – its range of high-quality, complemen- tary services – was growing.

Jet Aviation was also continuing to expand internationally. Mobil Oil had been bringing planes from Saudi Ara- bia to Switzerland for servicing and the company encouraged Jet Aviation to set up a handling and line-maintenance operation in Saudi Arabia. With the oil company’s help, Jet Aviation formed a local partnership and opened an FBO in Jeddah in 1979. Two years later, Jet Aviation opened a similar facility in Riyadh. For major maintenance, many of the newly acquired clients in Saudi Arabia brought their aircraft to Jet Avi- nation in Switzerland.

A vital step

In 1982, Jet Aviation planted its foot in the largest, most progressive of the avi- nation markets. It opened a US office. This first office was run by Robert Schaeberle in Washington DC.

Jet Aviation then set up a trailer in Bedford, Massachusetts, outside of Boston, to manage aircraft. Schaeberle knew of one or two large companies in the region that were interested in hav- ing their aircraft managed.

A short time later, Jet Aviation took over Stead Aviation at the Bed- ford airport, which gave it an old hangar and some surrounding land. Jet Aviation tore down the existing hangar and built a larger one and a termi- ninal. It went on to manage aircraft for three large local companies, as well as many technology companies that were emerging in the Boston area. A charter business grew along- side the management business.

Jet Aviation’s customers in Bos- ton tended to go south to Florida in the winter. To be able to service them year round, and to be present at one of the busiest private aviation air- ports in the US, Jet Aviation bought Rockwell Aviation in 1985 to estab- lish an FBO and maintenance facility in West Palm Beach, Florida.

Jet Aviation immediately renovated and expanded the FBO terminal and facilities. The company also hired Ken Best, who became a Palm Beach legend for customer service and was a large factor in the FBO’s jump from relative obscurity to top rankings.

Then in 1988, Jet Aviation made a massive acquisition that set its course in the US. It acquired Executive Air Flies (EAF), the largest aircraft charter and management company in America.

EAF had been founded in 1966 by Matt Weisman, a law student at the Uni- versity of Pennsylvania. He noticed an interesting parallel between two indus-
It was one of the geniuses of Carl Hirschmann – he could see the future unlike most people we know.

THE FIRST FBOS

When Jet Aviation first began in the FBO business, in the days before cell phones, email and faxes, planes would land without having made previous arrangements. In Zurich, Jet Aviation faced competition from another FBO owner, Exair. “The plane would land and almost instantly two rusty old busses – a white one and an orange one – would turn up almost crashing into the aircraft,” Robert Whitehead, former manager of the Zurich facility recalled in 2007. “I drove the white one and the orange Exair bus was driven by a law student who later turned up as Jet Aviation’s head lawyer.”

The Zurich FBO business continued to grow, supported largely by planes landing for the World Economic Forum (WEF). Whitehead remembered the first WEF, in the late 1970s, when three planes landed for the event. For the 2017 WEF the FBO handled 296 aircraft.

The FBO in Geneva also received a lot of business from global conferences. Until 1986, OPEC meetings gave the terminal a lot of traffic. There were also arms talks between the US and the USSR, conferences on Palestine and Lebanon, and meetings to discuss the former Yugoslavia.

Jet Aviation now had the huge task of integrating a US acquisition that was much larger than its US business. While EAF had about 400 employees at its various US locations, Jet Aviation had less than 100 employees in the US. Tom Mitchell, former senior vice president and general manager of Jet Aviation Bedford, considers Jet Aviation’s reaction to this challenge one reason for the company’s success. “I admired their enthusiasm and willingness to encourage programs that connected us in the U.S. with our colleagues, particularly in Zurich, Basel and Geneva,” he says. “In hindsight, these efforts were instrumental during those years. I think, in setting Jet Aviation apart from the rest of the aviation industry for truly being a global service company.”

Jet Aviation refurbished the Teterboro FBO and worked to make the previously loss-making terminal profitable. A few years later, the company was able to acquire Dassault’s Falcon Jet FBO and maintenance facilities next door, reducing Jet Aviation’s competition and giving it four more hangars. With the four EAF hangars, Jet Aviation now had eight hangars at Teterboro. In the early 1980s, the airport established a second customs and immigration facility, on EAF's Hangar 118 ramp.

Less than a week before the deal between Jet Aviation and EAF closed, Carl Hirschmann was given the option to also buy an FBO at Teterboro airport. At the time Teterboro was the busiest business aviation airport in the world. This last minute addition was a serendipitous win for Jet Aviation.

“The FBO was a fluke,” says Michael Gregory, “but operations was visionary. It was one of the geniuses of Carl Hirschmann – he could see the future unlike most people we know.”

The purchase of EAF was highly leveraged. It was a risk, but Carl Hirschmann did not shy away from risk.

tries – computers and aviation – and from this he developed a new model of aircraft management. At the time, computer mainframes, like business jets, were a fairly new industry and were often sold to first-time owners. A mainframe cost about $1 million.

“A ‘turnkey’ service industry for mainframes had arisen,” says Weisshaar, “providing acquisition consulting, financing, operational services and time sharing of unused capacity to third parties. All these elements seemed to fit with business aviation and flight department operations.”

He created a similar system for aircraft, and over the years EAF not only grew but also developed the expertise to handle the increasing numbers of international flights undertaken by its clients, as well as international arrivals at Teterboro. In the early 1980s, the airport established a second customs and immigration facility, on EAF’s Hangar 118 ramp.

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After 25 years, the company had a rich history, and it was looking at exciting changes in business aviation. The industry was advancing. Hirschmann and Zelouf had been right to believe in “those little planes.”

TRADEMARK SWISS

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A FAMILY BUSINESS

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“He came to Basel every week or two,” says Rainer Albecker. “He went through the hangars and talked to everyone. And you know, I was working for him, this was a good feeling. He came to the Christmas parties, and so did both of his sons.”

At one Christmas party, Albecker and Thomas Hirschmann bonded over a watch incident.

“I had the first digital watch,” says Albecker, “which was a Seiko. And we found out Thomas had the same. And he says, ‘I wear this all the time. I would never take it off.’”

“Even under the shower?” I asked.

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“At first, I never liked historians talking about Chaplin,” says Charlie Chaplin’s son Eugene, “because the majority of them are people who have read books and gone into archives, but they have never met the man. I always had a certain apprehension about how they see things. But as time goes on, suddenly you realize that Chaplin is such a public figure. He doesn’t belong to you anymore.”

Charlie Chaplin spent the final 25 years of his life in Switzerland, on a hill above the town of Vevey, in a manor that overlooked Lake Geneva. After he died in 1977, representatives of Vevey would occasionally ask his children about creating a museum. The family was not sure what to think. When companies presented museum ideas, the projects never seemed quite right.

The eight children of Chaplin and his wife Oona wanted to protect the integrity of their father’s legacy. If there was going to be a museum, it was to be a true, multi-dimensional representation of the man. After the turmoil Chaplin had experienced at the end of his years in the US, it was especially important to them that a museum not only present him as a brilliant and demanding artist, but also show the peacefulness of his life in Switzerland.

In 2000, they were introduced to the Canadian Yves Durand. He designs museums, and he had indeed never met Charlie Chaplin. But he had been a fan of the performer since childhood, and representing the humanity of a topic is central to the way he works.

Durand had met a Swiss architect, Philippe Meylan, who grew up with the Chaplin children. After this chance meeting, Meylan took Durand to meet the family, and two years later, Durand, Meylan and the Chaplin family were ready to announce their plan to turn the manor above Vevey into a museum. When Durand presented the final
The Chaplin family was involved throughout the process. They were, for example, asked to evaluate the wax figures. The museum is managed by Grévin & Cie, which grew out of the Grévin wax museum that opened in Paris in 1882. There are 36 wax figures in the museum, seven of which are “Charlie Chaplins.”

The family’s first contact with the wax-figure project was when a Grévin representative walked into a meeting at the Chaplin family office in Paris with a plastic bag full of eyeballs. She asked the children to look through these ocular prostheses and select those that matched their father’s eye color as a young man, and then as an older man.

chaplin also voiced social and political opinions outside of his films. This rubbed some people the wrong way. As the McCarthy-era raged in the US, Chaplin was accused of being a communist.

His public image was also taking a beating from increasing media coverage of his somewhat checkered past with young women. When he left New York with his family, headed for London, in 1952, he learned that the US attorney general had revoked his American visa.

He moved to Switzerland and settled into the oasis on the hill, with 35-acres of land. The family planted trees and grew their own vegetables. Chaplin used to walk around the gardens while reading the newspaper.

From inside the manor, the sweeping views of the grounds are remarkable. They are beautiful and peaceful, and it seems a person could just hide away from the world.

Chaplin enjoyed the estate, but he did not hide. He still traveled quite a bit, and he was involved with the local community at times, though the fact that he never mastered French did limit him. His kids went to the local primary school, then finished their secondary education at a private school in the nearby city of Lausanne.

The manor has photographs, videos and displays to present Chaplin’s life in Switzerland. It has also been set up to give a feel for Chaplin’s daily life in the
The Studio’s “Hollywood Boulevard,” with a wax sculpture of Virginia Cherrill in City Lights (left). One of Chaplin’s three Academy Awards (right). The Modern Times machine (top left). The barber-shop set from The Great Dictator (bottom left). A poster for the 1940 film (right).

EUGENE CHAPLIN ON HIS FATHER’S LIFE

I see my father’s life in three chapters. You have his childhood in London – the poverty, looking after his mother, trying to find work, living in the streets. Then you have America. That is very productive – making films, inventing the Little Tramp, and the troubles as well. Then he leaves the States and comes to Switzerland, that’s the happy part of his life, because he has met my mother and found just the normal, peaceful life.

THE STUDIO

In creating the Studio, Durand had some tough choices to make. Charlie Chaplin made 81 films, and there simply would not be room to represent them all.

He decided to give guests an overview by having them start their visit with a thirteen-minute film about Chaplin and his work. Then the screen rises, and visitors walk under it, onto Easy Street. This is a reproduction of the set for Easy Street, which was also used, sometimes in an adapted form, for several of Chaplin’s other films.

In the next display, cream pies and policemen abound. This is a presentation of Chaplin’s slapstick comedy. A hallway is then dedicated to Chaplin’s pantomime work. Acting with his body was an important part of his art.

Durand wanted to both entertain and inform, and the Studio, with its film clips, reproduced sets and multiple wax figures, is definitely entertaining. Videos throughout the building show bits from Chaplin’s best-known work, including The Kid, The Gold Rush, Modern Times, City Lights and The Great Dictator.

There are also sets from many of these films, and wax figures represent characters.

Durand and the scenographers were given access to Chaplin’s archive by the family. In many cases, they were able to look at the exact specifications for a set, and then recreate it, using the same scale.

Visitors can lie inside a model of the machine with all the gears, where Chaplin’s Tramp character got stuck in Modern Times. The designers even projected the image from the film onto the model, to make sure the dimensions were correct.

In a cubby hole, among the safe-deposit boxes of a set used for The Bank, are two Academy Awards. Chaplin received a third, a Special Award from the academy “for writing, acting, directing and producing The Circus,” but it was stolen from the family office in Paris.

One of the two Academy Awards on display is for Limelight. The other is a lifetime achievement award. It was given to Chaplin in 1972, and he traveled to the US for the first time in twenty years to receive it. He was greeted with standing ovations and was clearly moved that his work still was valued and appreciated after all the tumultuous years.

As Durand took a closer look at Chaplin’s films and thought about how to present them, he began to see a deeper and deeper side to the star. “When I first started the project, like everyone, I was thinking of the clown, the Tramp,” says Durand. “But the more I did, the more I discovered the person behind it – the humanist, the pacifist, a writer about the evolution of the 20th century. He was a very courageous filmmaker.”

When the museum first opened, Durand spent many hours watching people in the studio and the manor. He saw them having emotional reactions to the films. “They discover an author who makes people laugh about very existential things.”

CHARLIE’S FAMILY

Chaplin was married four times, always to very young women, all actresses. With his first wife, he had a son that died three days after birth. He then had two sons, Charlie and Sydney, with his second wife.

Oona O’Neill, who was 18 when he married her at 54, is said to have been the absolute love of his life. They had eight children together and had an extremely close relationship until the day he died. Oona was the daughter of the playwright Eugene O’Neill.
As Solar Impulse was developed, the team sought to walk the lines between experience and inflexibility, fresh ideas and naïveté. The aviation world said the aircraft could not be built. While Bertrand Piccard explained his vision and sought partners, André Borschberg put together a team of aviation experts combined with others who had never worked in the industry. Construction of the carbon frame took place at a company that usually makes boats. The team likes to joke that this company was able to build the plane because, “contrary to the aviation world, they did not know it was impossible.”
The two men wanted to show that alternative energy can be powerful, and it can be “sexy.”

The goal of Solar Impulse was to fly around the world using only solar power. This meant flying day and night, using energy stored during the day to get through the night.

Bertrand Piccard and a partner had been the first to fly around the world nonstop in a hot-air balloon, and the whole way he had watched the fuel tanks, hoping they would hold out. Inspired to free himself of that burden, he partnered with André Borschberg, a former fighter pilot who applied his engineer- and business backgrounds to lead the design and construction of the aircraft.

The aircraft had to be very light and efficient, so that the energy collected in the batteries during the day would be enough to power flight during the night. This meant creating a light structure and working with extremely light materials. The carbon sheets used in the aircraft are one-third the weight of paper. Satellites have solar cells with a 30 percent efficiency, but they are too heavy for an airplane like this. The motors turning the four propellers on Solar Impulse are 97 percent efficient.

The aircraft weighs 2,300 kilograms, about the weight of a full-size car. Proportional to its size, Solar Impulse is about five times lighter than an average glider. And it can definitely glide – for about five hours. “If you announce at 28,000 feet that you have four engine failures,” says Borschberg, “the air traffic controller can go for lunch, can go for a siesta, and you’re still at 10,000 feet when he comes back.”

This is a safety factor, and it also allows the aircraft to travel at night without using a lot of power. Solar Impulse descends from about 8,500 meters to about 3,500 meters during the first part of the night and then uses batteries until the following sunrise.

Piccard and Borschberg, both from the French-speaking part of Switzerland, wanted to show what can be done with solar energy. “The technology exists,” says Borschberg, “but it is difficult to make us change the way we do things. There are a lot of solutions that are economically interesting, but we continue doing things in the way we are used to.”

The two men wanted to show that alternative energy can be powerful, and it can be “sexy.”

After ten years of design and calculation and six years of flying, Borschberg and Piccard flew around the world in seventeen legs, amid much media attention, champagne popping and outreach to school children. There were often pauses between the legs, as the team waited for weather conditions that would allow them to fly. The longest break was from July 2015 to April 2016, when the team had to fix a battery problem and then wait for good weather.

The two pilots alternated flying, and they finished the trip around the world back to Abu Dhabi on July 26, 2016. They had flown a total of 550 hours since taking off from the emirate on March 9, 2015.

They set nineteen world records. Borschberg’s flight from Japan to Hawaii in 4 days 21 hours and 52 minutes was the longest solo flight ever made in any kind of airplane.

AN ALLIANCE

Bertrand Piccard has formed The World Alliance for Clean Technologies to bring together companies, institutions and organizations that promote clean technologies. In addition to creating synergies and sharing information, the Alliance plans to provide governments, corporations and institutions with solutions to meet their environmental and health targets.
ANDRÉ BORSCHBERG

Borschberg was born in Zurich, Switzerland in 1952. When he was twelve years old, he broke his leg badly, and had to remain more or less still for the following two years. He read books about flying, built small models and “developed this fantastic dream about pioneers, about flying.”

He became a fighter pilot in the Swiss military and studied mechanics and thermodynamics at the Swiss Federal Institute of Technology in Lausanne. He also got a master’s degree in management science from MIT, in Massachusetts. He became a management consultant, then an entrepreneur, with businesses in the IT and technology fields.

He says that before Solar Impulse, he made space in his life for something new to happen. “I stopped all my business projects in the year 2000 and decided to take a sabbatical year. I decided to do something completely different, social work, which I had never done. The purpose was to create time, to create space. The purpose was to do something different, also to open the mind a little to some other dimensions, which I was not aware of. And slowly this led to very interesting things, which ultimately brought me to this project.”

travel to the stratosphere and view the curvature of the Earth and a father who was the first to dive to the deepest point of the ocean in a bathyscaphe. As a child, guests at the dinner table included astronauts, researchers and explorers, and Piccard decided he wanted this kind of life.

Borschberg joined the project at a time when he was looking for something new. He says that when he met Piccard, he felt a door opening. He could combine the skills he had developed over his lifetime and become a flight pioneer, like the men he had read about as a child.

The level of innovation, and the mission of making the public more receptive to clean technologies, created a special atmosphere during the project. Borschberg built a team that mixed members with aerospace experience and those who came from other fields. He and Piccard tried to be open to new ideas, a task that may have been made easier by the fact that so many in aviation told them their plane could not be built.

Borschberg says it was a good thing that neither he nor Piccard had experience building aircraft. “The difficulty you have when you try something new is to forget about what you know,” he says. “Because what you know may tell you a way to do it, but it also tells you what you think does not work. And that is where you have the danger, because you start to put limits on where you want to experiment.”

The two men chose Decision to create the carbon structure for Solar Impulse. This is the company that built both of the Alinghi sailboats that won the America’s Cup for Switzerland. Borschberg says his team and the one at Decision had different specialties, and integration required real effort. “Bonding and respect between the two teams took a long time. It took longer than developing the technologies.”

Innovation was needed not only in the construction of the aircraft, but also in the way it would be flown. It was a single-pilot aircraft in which the pilot would fly for up to five days without a break.

A system was created to allow the pilot to sleep for up to twenty minutes at a time. This “virtual copilot” monitors various aspects of the aircraft, including bank, roll rate and speed, and wakes the pilot up, with sound, lights and the vibration of an armband, if there is a problem. The pilot can then turn off the autopilot and take control of the aircraft.

Borschberg and Piccard trained extensively, not only in a flight simulator, but also with methods such as self-hypnosis, meditation and yoga, which would allow them to be alert for days at a time in the small, 3.8 cubic-meter cockpit. They had a seat that fully reclined, with a “toilet” built in below the removable seat cushion. Newly developed cockpit, and they wore clothing made with advanced fibers. Because of weight restrictions, they had a strict allotment of 2.4 kilograms of food, 2.5 liters of water and 1 liter of sports drink per day.

As a light aircraft with a large wing-span, the plane is extremely vulnerable to turbulence. Together with the aircraft’s need for solar power, this meant the team had to constantly monitor weather throughout the flights and make key risk decisions. There was never a point at which the project became easy.

Borschberg feels strongly that to fly an aircraft like this, as well as to be successful during years of development on a project in which so many elements are absolutely new and so many people are telling you it cannot be done, a certain mindset is vital.

“The only way is to be present,” he says. “You just have to focus on what you do and start to enjoy what is happening. And you push it up to the point where something difficult happens, there is almost some kind of joy. ‘Ah, that is going to be interesting now. What are we going to do with this?’”

The mission control center in Monaco (top left). A flight simulation in the cockpit (middle left). Cockpit equipment (bottom left). The mobile hangar (top middle). After the final landing in Abu Dhabi (top right)
The Park Hotel Vitznau, with its Belle Époque charm, juts out into a lake surrounded by mountains. Originally built in 1903, it was purchased by the Pühringer family in 2009 and turned into an ultra-luxurious, highly modern hotel with 47 suites and several research facilities. It has an oasis feel, with attentive service, top restaurants and a calm that does not even hint at its multi-use concept.

Park Hotel Vitznau

A grand hotel in a new age
The promise of spectacular things around the corner.

Entering the Park Hotel Vitznau through its huge glass doors, guests can already see through the entrance hall and out the large glass doors on the other side. This view of the Lake of Lucerne is striking. The entryway has an open, airy feel, and the impression is not so much of a lobby or hall, but rather of a modern transition area. It cuts out the non-essentials and gives the promise of spectacular things around the corner.

During the recent renovation, from 2009 to 2013, the inside of the hotel was gutted and rebuilt. Many elements of the original architecture were recreated, such as high ceilings with stucco decoration and the common rooms on the ground floor. As before, these rooms can be opened up and joined to create larger spaces. In the past century, the common rooms provided the social center of the hotel, with salons for dining, music, bridge and billiards.

The renovation cost about 270 million Swiss francs, and the hotel is now a little more “global luxury” and a little less quaint European. It does still retain the charm and magnificence of the Belle Époque. It looks a little like the fairly-tale castle that might be built by a restrained, sophisticated person.

Much of the building exterior is traditional, while most of the interior is strikingly modern. After leaving the minimalist reception area, guests enter a glass elevator that travels up an ornately painted shaft. One shaft has tulips and monkeys, modeled on an economic satire by Brueghel the Younger. Another, with the theme “showers of money,” is based on a mural in the Doge’s Palace of Venice.

Some of the hallways have small display boxes with stylized miniatures conveying information. There are also long rectangular frames that contain further “educational art.” These elements glow and match and juxtapose, adding visual stimulus and enlivening the halls.

Off to the sides of the hallways are the suites – junior suites, suites and residences. This is an “all-suite” hotel. Every suite is different. Radically different. Each has a very strong style with unique furniture, carpets, bed coverings and bathroom design. The styles are not just switched up a bit. They are entirely different concepts.

Downstairs, guests have access to an outdoor pool and whirlpool as well as an inside whirlpool and spa area. The hotel has two Michelin-starred restaurants, a 35,000-bottle wine cellar and a cognac bar. Out front, in the carefully manicured gardens, is a terrace café and restaurant. Beyond these tables lies the stunning Lake of Lucerne.
At first, Vitznau was just a transit point, as tourists boarded the railway. Few tourists spent the night. The grand hotels were built up on the mountain. There was, however, an elegant wooden half-timber guesthouse in the town. It had been built in 1867, by Friederich Pfyffer, a former lieutenant in the Papal Swiss Guard. Anton Bon, who owned the Grand Hotel Rigi up on the mountain, became interested in its location and bought the guesthouse, which had quite a bit of land around it. He added a larger building next to it and opened the “New Park Hotel” in 1903. The new building, which is the one that remains today, was designed by Karl Koller, who was also working on the Grand Hotel St. Moritz at the time. Koller went on to design several well-known hotels in Switzerland, including Hotel Walduhaus in Sils-Maria and the Suveretta House in St. Moritz.

The current incarnation of the hotel is not only beautiful and modern, but also run on an entirely new concept. It is the main component of the Research and Innovation Center Lake Lucerne. The Cereneo clinic – “in-house,” but subtly off to the side – carries out neurorehabilitation and does related research. The endowment center on the top floors of the main building supports research into endowment investing, with an emphasis on using endowments to finance universities. This unusual combination of uses benefits guests, who can spend time in a hotel that was renovated in grand style. “If you plan a hotel on a return-on-investment basis, you would never invest as much money into a building as the family put into this one,” says Urs Langenegger, general manager of the Park Hotel Vitznau. “They did so because it is also the home base of this institution.”

The Pühringer family did not go to one of Switzerland’s large cities or busy resort towns. “They were really full in love with this area on the lake,” says Langenegger, “and they saw potential here.” Peter Pühringer grew up in East Germany and studied engineering. As an Austrian citizen, he was able to leave the German Democratic Republic in 1968 and move to Vienna. He built up businesses connected to prefabricated parts, then invested in real estate in West Berlin.

Pühringer wants to promote innovation and research, and he wants various aspects of his premises to be educational. Each floor of the Park Hotel Vitznau has a theme. The third floor, for example, is Capital Creation. Here guests can reside in the Schumpeter Residency, the Value Suite, the Interest Suite, The Behavioral Suite and the Winners Residence. There is a description of the person or principle just outside the door. Glass panels within the suite display further quotes and descriptions.

This would be a good floor for those energized by principles of finance. Those who work in the field and are trying to get away from it all might find it more relaxing on the first floor, with its emphasis on wine, the second, with its focus on dining, or the smaller spa building, with floors dedicated to the arts.

In reality, all of the information is presented with strong design elements. Chances are that many visitors simply experience it as interesting decoration, providing an urban balance to the beautiful views outside their windows. Some suites have views of the town of Vitznau and the Rigi, with its cows, chalets and the one rock face that glows red at sunset. Other suites look out onto the lake, allowing guests to watch the passenger boats glide by. Many people in the region are strongly attached to these boats. Several can tell you how many boats are in the fleet and how many of those are paddle steamers (nineteen and five). Some can look at an approaching boat and name it.

Vitznau is only 25 kilometers from Lucerne and 55 kilometers from St. Moritz, and it is in an idyllic area of lakes, mountains and Swiss mythology. Including the Park Hotel, iPads control lights and suite doors unlock as the guest approaches with the key. The hotel was envisioned by a man who escaped a system he found stifling, made his fortune and now seeks new models for economic development in a changing world. It is based on a new concept, but for those who simply want to escape daily life, it provides all the enjoyment of carefree luxury.
Nenad Mlinarevic says that over time his style has changed. It has developed a clearer line, a signature. He has begun to see that sometimes less is more.

Two years ago, he decided on a significant change for Focus – he would only use products from Switzerland.

This prevents him from using ingredients like olive oil and pepper. He does, however, use non-traditional ingredients that are grown in Switzerland. A local farmer cultivates various chilies, as well as kumquats, lemon grass and ginger, for him. A farmer in the Ticino provides him with citrus such as yuzu.

He works closely with butchers, farmers and fisherman, creating a menu that fits what they have available. Every four or five weeks, he switches out certain dishes.

The menu is very seasonal. “In summer the food is lighter,” he says, “there are a lot of vegetables and fruit – apricots, berries, things like that. Everything is a little darker, a little stronger and more aromatic in winter.”

His approach is to concentrate effort on the cooking rather than the arrangement of the food. He wants the dishes to be purist, to be clean, with a focus on the ingredients.

“I want to get the maximal taste out of the ingredient,” he says. And this he does. The one constant on the menu is a dish with fifteen seasonal vegetables, each one different and astoundingly flavorful.

There have been many influences on his style, but he thinks probably the most important was an internship at Noma. The Copenhagen restaurant is consistently ranked among the world’s best.

“They are resolute,” he says, “without looking at what others think or say. I like people who don’t always go with the flow.”

Patrick Mahler says he keeps it simple. This might seem puzzling at first, because the food can be visually elaborate, with myriad components. It is simple, though, in the sense of being true to the ingredients.

“The food is seasonal and natural,” says Mahler. “The basic product should be recognizable.”

The individual tastes in a creation are clear, and there are a lot of them. A recent duck-liver terrine was accompanied by duck-liver ice cream, pickled beets, raw marinated beets, black-current gel, roasted hazel nut slices, hazelnut cream, cress and beet macaroons.

Along with à la carte items, Prisma offers four-course, five-course and six-course menus. Mahler puts each one together individually, choosing among the à la carte items, based on customer preferences and factors such as the weather.

A six-course menu began with marinated king fish and was followed by the duck-liver terrine, tempered egg yolk with mangalica-pig bacon, fried cod, roasted veal and cucumber-passion fruit sorbet. All of these main items came with a variety of small bits, prepared with care, full of flavor and packing the occasional surprise.

There is a French cellar, a New World cellar, an Old World cellar, a champagne cellar, a cellar dedicated to Chateau d’Yquem and a rarities cellar.

The Chateau d’Yquem cellar contains a bottle from 1811, and all the vintages since 1890. There are several spectacular bottles of wine in these cellars – some for sale, some not – including an 1864 Pauillac, Château Lafite (before the estate became Lafite Rothschild in 1868), and a 1990 Montrachet, Domaine de la Romanée-Conti.
The new FBO located at Washington Dulles International Airport, one of the world’s most active business aviation centers, began its operation as Jet Aviation in mid-January, just in time for the Presidential Inauguration. The facility encompasses six hangars, ten acres of ramp space and a newly renovated best-in-class FBO terminal building that includes on-site Customs and Immigration clearance, a VIP lounge, a flight planning center, passenger and crew lounges, a pilot snooze room, two executive conference rooms and on-site car rentals.

Services include complete line service, aircraft cleaning and de-icing for all business aircraft, including larger aircraft up to 747, cargo and part 124 operations.

Jet Aviation Group President Rob Smith noted, “Washington Dulles is well connected to Jet Aviation’s other US locations, particularly Teterboro Airport, and with its large volume of International traffic, it’s a significant expansion of our global network. We look forward to welcoming clients and dignitaries from around the world, and providing them with premium business aviation services.”

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EXPANDING CAPABILITIES IN ASIA

Jet Aviation now in San Juan

Customers flying to Luis Muñoz Marín International Airport in San Juan, Puerto Rico will receive a warm welcome from Jet Aviation. In April, the company signed an FBO management agreement with the San Juan-based Pazos FBO, which is now branded Jet Aviation San Juan. The 20,000-plus-square-foot (1,850-square-meter) facility is the only FBO in Puerto Rico with a full-service, onsite U.S. Customs and Border Protection terminal to facilitate convenient customs, immigration and agriculture processing of international flights. It is considered one of the most convenient U.S. airports of entry in the Caribbean for South American and European flights connecting to the U.S. mainland.

In addition to expedient U.S. Customs processing, Jet Aviation San Juan features a pilot suite with a shower and snooze room; flight-planning workstations; an executive passenger lounge; corporate meeting facilities; video conferencing; catering; re-fueling; and aircraft maintenance.

“We are pleased to be working with President Jose Maldonado and his team of 61 employees at the former Pazos FBO,” said Jet Aviation Group President Rob Smith. “Together they have built an impressive operation from which we will continue to provide the very best in FBO and flight-management services to our customers.”

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Later this year, Jet Aviation Singapore will complete its third new hangar at Seletar Aerospace Park, adding a 3,850-square-meter (41,000-square-feet) tenant hangar to accommodate up to two BBJs or five Gulfstream G550 aircraft. In addition, the company’s new MRO facility in Macau is set to go operational in the third quarter pending government approval. Meanwhile important approvals have been gained from the civil aviation authorities in Singapore (CAAS), Malaysia (DCA) and Taiwan (CAA) to support Gulfstream G650, Boeing B737 and Airbus ACJ A319/20/21 aircraft registered in Singapore, as well as Malaysia-registered Gulfstream G650 and Taiwan-registered Gulfstream G550/G650 aircraft.

In Hong Kong, Jet Aviation also received EASA and Hong Kong Civil Aviation Department (CAD) approvals to support Gulfstream G650 business jets.

“Our maintenance facility in Singapore will remain our major Asia Pacific service hub, supporting heavy maintenance and large refurbishment projects, while our facilities in Hong Kong and soon in Macau will provide immediate access to necessary maintenance services near the region’s largest market in China,” said John Riggir, vice president and general manager of Jet Aviation’s MRO and FBO facility in Singapore.

Jet Aviation’s FBO in Singapore had its best year to date in 2016 with close to 4,000 movements, and the company continues to grow its management fleet in Asia. With three new additions – a Global 6000 and two Gulfstream G650 – the Asian fleet currently stands at 35 aircraft.

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Jet Aviation recently handled the legendary Breitling DC-3 during a stop at Seletar Aerospace Park from April 3-22 while the 77-year-old aircraft was on its grand world tour.
 Basel delivers – again and again!

Jet Aviation’s MRO and Completions Center in Basel has seen a busy period of redeliveries over the past six months, beginning with a pair of completed Airbus Corporate Jets – an ACJ A319 and an ACJ A330. Both aircraft were designed and completed in Basel, and are examples of the company’s commitment to integrating impressive technological achievements within exceptional design. The A319 is the first to have KA band antenna installed, introducing the option of ultra-fast internet to customers of the A320 family. The A330 has the longest range of a VIP A330 completed to date and demonstrates incredible acoustic performance, with in-flight dB85L readings as low as the mid-40s.

While the A319 was designed with a flexible layout, providing distinct cabin zones to accommodate between 20 and 42 passengers, the larger A330 features full master and guest suites, a VVIP living room, aft passenger seating for twelve, and an additional ten “mini-suites,” designed and developed exclusively by Jet Aviation as an innovative best use of VIP space solution.

**SPLIT SCIMITAR™ WINGLETS**

In March, the company concluded its first retrofit installation of Split Scimitar Winglets (SSWs) on a BBJ 1 with EASA-approved Supplemental Type Certification (STC). SSWs are unique in that they help increase aircraft range by more than two percent without increasing the wing span. The striking retrofit relies on a patented design from Aviation Partners®, Inc. (API) – the exclusive provider of SSWs for all BBJ, BBJ 2 and BBJ 3 aircraft.

Jet Aviation has been working closely with API to gain experience and proficiency with the SSW retrofit. The company can support Boeing aircraft owners and operators with SSW in conjunction with routine maintenance, an interior refurbishment, green completion or as a standalone installation.

**FIRST COMPLETED BBJ1 GETS A REFURB**

In 1999, Jet Aviation outfitted its first-ever BBJ 1 in Basel. This year, nearly 20 years later, the company was contracted by a new customer to do a full interior refurbishment on the same aircraft. The refurbishment, which was done in conjunction with a C-check, involved removing and replacing some of the wood marquetry, such as that of the valances. All of the chairs, sidewalls and carpets were also replaced, and the entire exterior was painted. The effect completely transformed the unique, but rather dated VIP interior to a light and elegant cabin with high-end modern amenities and systems throughout.

In addition to the refurbishment, C-1 check and general defect rectifications, the Basel maintenance facility installed a new Rockwell Collins Venue™ Cabin Management System (CMS), activated Swift Broadband, upgraded the Future Aircraft Navigation System (FANS) and configured ADS-B Out. It also improved the soundproofing using its new targeted sound prediction technology and implemented a number of service bulletins, including a Low Cabin Altitude modification.

In other news, the Jet Aviation Design Studio has been recognized further afield. Its “Limitless” design concept reached the final of the Society of British and International Design Awards last November. It was also shortlisted for the Design et Al Yacht and Aviation Awards, to be announced in May.

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First Honeywell DU-875 ELITE upgrade

Jet Aviation’s MRO facility in Geneva recently conducted its first Honeywell DU-875 ELITE cockpit display and cockpit printer upgrade on a large-cabin, ultra-long-range Global Express XRS. The upgrades were done in conjunction with a required 120-month check. The DU875 installation required all Flight Deck display units on the aircraft to be replaced with a new Honeywell Primus Elite DU-875 display system. The cockpit printer was a necessary add-on that required a new engineering and certification package.

In addition to the heavy maintenance inspection and DU-875 upgrade, several cabinetry pieces were repaired and restored. The aircraft exterior also received significant paint touch-ups, bright work, airframe polishing and a Teflon coating application. The entire project required 6000 man-hours and was delivered ahead of schedule.

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Jet Aviation and VistaJet aligned

Jet Aviation’s alliance with VistaJet has been expanded to include the U.S.-based fleet of Challenger 350 aircraft, which began service in February.

“We are pleased to expand our partnership with Jet Aviation, said Ron Silverman, president of VistaJet U.S. Inc. “We started our collaboration in 2013, favoring their highly regarded culture of safety, to operate our U.S.-registered Global 5000 aircraft. Jet Aviation has exceeded our expectations, and as we aim to always provide our clients with the best possible flight solution, we have now decided to add the entire U.S.-registered fleet to their certificate.”

VistaJet’s entire owned fleet in the U.S. is now operated by Jet Aviation. The aircraft will be located at various Jet Aviation facilities throughout the country, depending on demand, and will be able to pick up passengers anytime and anywhere in the U.S.

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Vienna gains FAA Repair Station approval

Jet Aviation’s maintenance facility in Vienna recently received approval from the Federal Aviation Administration (FAA) to provide line and base maintenance to all N-registered aircraft for which it is approved to support. More than 250 N-registered aircraft are currently based or operating in EMEA.

As a popular destination for business aviation aircraft, Jet Aviation’s MRO and FBO facility in Vienna serves as a support spoke to its major Maintenance and Completions Center in Basel. In particular, the facility provides much-needed maintenance services to aircraft owners and operators in Eastern Europe, where approximately 16 percent of all N-registered aircraft in EMEA are based or operating.

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FBO at Dubai South coming soon!

In line with the Dubai government’s development plan for a business aviation hub at Al Maktoum International Airport within Dubai World Central (DWC), Jet Aviation and its joint venture partner, the Al Mulla Business Group, are outfitting a brand new shared terminal lounge at DWC – Dubai South.

The upscale 600-square-meter (6,500-square-feet) FBO will feature three customer lounges, a conference room, crew lounge and operations center, two prayer rooms, shower facilities and a separate seating room for the chauffeurs. A large duty-free store is also located at the executive terminal. The company plans to reopen its DWC FBO operation at the International Airport until a facility at Dubai South becomes available.

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Thomas Flohe (left), founder and chairman of VistaJet, with Don Haldobrue, vice president and general manager, Jet Aviation Flight Services
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Dassault Aviation is a leading aerospace company with a presence in over 80 countries. It produces the Rafale fighter jet as well as the complete line of Falcons. The company employs a workforce of 11,000 and has assembly and production plants in both France and the United States and service facilities around the globe. Dassault Falcon is the recognized global brand for Dassault business jets which are designed, manufactured and supported by Dassault Aviation and Dassault Falcon Jet Corp. Since 1983, over 2,250 Falcon jets have been delivered. The family of Falcon jets currently in production includes the tri-jets – the Falcon 900LX and the 7X – as well as the twin-engine 2000S, the 2000LXS and the new SX.

Gulfstream Aerospace Corporation, a wholly owned subsidiary of General Dynamics (NYSE: GD), designs, develops, manufactures, markets, services and supports the world’s most technologically advanced business jets. Gulfstream has produced more than 2,400 aircraft for customers around the world since 1958. To meet the diverse transportation needs of the future, Gulfstream offers a comprehensive fleet of aircraft, comprising the Gulfstream G280™, the Gulfstream G450™, the Gulfstream G 550™, the Gulfstream G 500™, the Gulfstream G600™, the Gulfstream G 650™ and the Gulfstream G 650ER™. Gulfstream also offers aircraft ownership services via Gulfstream Pre-Owned Aircraft Sales™. Visit our website for more information at www.gulfstream.com.

Located on the lake of Lucerne, the Park Hotel Vitznau has 47 individually designed residences, suites and junior suites, an exclusive spa on 2,000 sq m and generous banqueting and meeting facilities. Six select wine cellars comprise a collection of over 30,000 bottles of rare and classic wines. Two gourmet restaurants offer culinary experiences. Fine dining restauran FOCUS with 2 Michelin stars and 18 GaultMillau points as well as PRISMA with 1 Michelin star and 16 GaultMillau points. The Park Hotel Vitznau is a member of Swiss Deluxe Hotels and was named GaultMillau Hotel of the Year 2014. www.parkhotel-vitznau.ch
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