The Swiss Guard at the Vatican
Jet Aviation continues to focus on improving your customer experience. We have a number of exciting projects underway to expand services across our lines of business and would like to share them with you in this edition of our Outlook magazine.

Aircraft operators flying into Asia will be pleased to hear that our large hangar expansion in Singapore is progressing according to plan and will be launched with a grand opening celebration at the Singapore Airshow in February 2014. We have also received approval to offer maintenance services to third parties for Bombardier, Dassault and Gulfstream aircraft at our MRO location in Hong Kong.

In St. Louis, our maintenance division was appointed as the first and only Authorized Embraer Lineage Service Center in the U.S. and has already successfully completed a 36-month inspection on a Lineage business jet. For our customers in Basel, several large expansion projects were also completed. In July, we opened our refurbished customer lounge, now double the size of its original, where customers also enjoy the support of a newly formed Concierge team dedicated to anticipating their varied needs. And more recently, our Engine, Wheel and Non-Destructive-Testing (NDT) shop teams moved into new enlarged, refitted and restructured facilities.

At our Basel Completions Center we were awarded two new completions contracts. The two VVIP projects include a wide-body A340-600, of which we delivered two highly customized Airbus 340 last year, and a narrow-body BBJ-1. We are also preparing for Boeing 787 interior completions, with a team of licensed technicians currently completing training to maintain and support the aircraft in Basel. The all-composite structures of the Boeing 787 present a unique set of requirements for interior completions and it is a major priority for us to master these new aviation technologies. We will continue to devote resources to the ongoing professional development of our employees to meet our customers’ requirements and the highest business aviation standards.

On the FBO front, our new operation in Berlin has already had to expand its service offerings and opened a second lounge facility to meet customer demand. Jet Aviation Zurich has moved its 30-year-old establishment to a larger, rebranded FBO location featuring a reception area and customer lounge, with a new crew lounge to follow in November. In the U.K., our Teterboro team is getting ready for Super Bowl 2014 at the MetLife stadium, only 3.5 miles away from our FBO, which just completed a large hangar and ramp expansion.

Regarding our aircraft management and charter business, Jet Aviation was recently appointed by VistaJet to manage and operate its fleet of Bombardier Global jets based in the U.S., where the company has also just added a Gulfstream G650 and a Citation X to its air carrier certificate.

Jet Aviation St. Louis has just released an iDesignJets App enabling customers to choose the color, fabric, design themes and floor plans for the interiors of their jets. Similarly our flight support services team in Teterboro created a client gateway to help managed clients in the U.S. easily access information.

I hope you recognize our efforts to exceed your aviation needs. Jet Aviation appreciates your continued confidence in our service delivery. I look forward to seeing you at NBAA and the Dubai Airshow.

All the best,

Dan Clare
President
CONTENTS

EDITORIAL
03

AEROSPACE
06 The Boeing 787 Dreamliner

TRADITION
14 The Swiss Guard

EVENT
22 Super Bowl XLVIII

DESIGN
28 Timeless to Visionary

HISTORY
36 Saline de Bex

GOURMET
42 Green Velvet

JET AVIATION
50 Inside News
When people talk about the Boeing 787 Dreamliner, they often talk about the wings. In fact, they frequently hold their arms out to the side and curve their hands upward, explaining that the composite wings swoop up during flight, much like those of a bird.

The wings are long, narrow and thin. They have a carbon-fiber-aluminum hybrid structure, and they are designed to flex in flight. This creates a very efficient shape for the operation of the wing.

Overall, the 787 is 50 percent composite by weight. Its roots go back to late 2000, when Boeing carried out an intense ninety-day study to evaluate key technologies for next-generation aircraft. In a secret, high-security location, Boeing gathered some of its best and brightest, as well as an outside source, and the group developed three main projects.

These projects had US national parks as code-names. Redwood was a blended-wing-body design, Glacier was a high-speed design, and Yellowstone was a look at how efficient a conventional airliner could be if it were made using the same materials and technology as Glacier.

Dreamliner becomes reality for savvy travelers

Descended from years of secret research and development for new aircraft, as well as from Boeing’s successful family of large jets, the 787 is the newest and brightest of the Boeing fleet. Its large composite content, advanced aerodynamics, lighter control systems and highly efficient engines have lowered fuel burn and increased range. The Boeing Business Jets unit has received a dozen orders for the BBJ 787, and the first delivery is planned for the end of this year.
TO BREAK THE RULES, YOU MUST FIRST MASTER THEM.

The Vallée de Joux, the Jura. For millennia, a harsh, unyielding environment – a place of raw nature and unforgiving climate. First settled in the sixth century by monks who saw in this austere existence a serenity and spirituality; more recently, since 1875, the home of Audemars Piguet, in the village of Le Brassus.

The early watchmakers of Le Brassus worked the impoverished land in summer – at one with nature and compelled by its elemental power. Through winter they worked at their bench, by the even northern light, striving to master, through the complex mechanics of the watchmaker’s craft, the eternal movement of the cosmos. Today we are proud to follow this tradition, expressing the dynamic complexity of the universe through the art of fine watchmaking.

The Glacier project soon hit the press and came to be known as the Sonic Cruiser. It was expected to be capable of near-sonic speeds, cruising at between Mach 0.95 and Mach 0.98. This would shave two hours off a transatlantic flight and three off a trip across the Pacific.

Over the course of 2002, Boeing intensified its discussions with airlines, in order to make sure there would be a market for the Sonic Cruiser. The dip in air travel and increase in fuel prices after the September 11, 2001 attacks had hit the airlines hard, and many were in trouble. Boeing began to notice that as it presented the Sonic Cruiser and compared its speed and characteristics to a reference aircraft, Yellowstone, which was slower but more efficient, airlines increasingly began asking questions about the reference aircraft. At a fateful meeting in October 2002, it became clear that the aviation industry had become more interested in efficiency than speed.

The 787 project that ensued, first under the name Super Efficient, and then as the 7E7, profited from technologies and processes that had originally been designed for the Sonic Cruiser and a variety of other Boeing aircraft, many of which were never built.

The 787 that is now rolling off Boeing’s production lines is a leap forward not only in its use of materials and its design, but also in the processes used for design and production. Many speak of the first in a new era of aircraft.

The Dreamliner’s composite materi- als, as well as improved aerodynamics and efficient engines, allow the aircraft to burn 20 percent less fuel than comparably-sized airplanes. These factors also contribute to a range and speed more typical of large airliners than other mid-sized airliners such as the 767. The great strength of the composite also made it possible to design for increased cabin pressure and larger windows.

Most 787s will be sold to airlines and aircraft leasing companies. Some, however, will be sold to individuals or corporations looking for a highly individualized aircraft that allows them to be productive and relaxed while travel- ing. These customers will buy their 787s through Boeing Business Jets (BBJ), the joint venture between Boeing and General Electric that acts as the face of Boeing for business-jet customers.

While an airline purchasing a 787 from Boeing has a large number of specification choices to make, BBJ simplifies configuration choices for its customers. The unit chooses vendors and options that it believes are appropriate for VIP customers and negotiates favorable service and warranty agreements. For the BBJ 787, the unit has created an aircraft suited for long-haul VIP operations.

The BBJ configuration of the 787 costs $239.1 million. The next available delivery is in 2019. BBJ has received 12 orders for the BBJ 787, which already matches the number of BBJ 747s that have been sold and exceeds sales of the BBJ 777, BBJ 767 and BBJ 757 aircraft.

“VIPs are drawn to the 787 because it offers a unique combination of speed, range, lower cabin altitude and large windows,” says Steve Taylor, president of BBJ. “The range really separates it from everything else.”

While the range of a commercial Boeing 787 airliner is 7,650 miles to 8,200 miles, in a BBJ 787, where the cabin interior is usually a little heavier than an airliner cabin, but the passenger count is much lower, the range is...
The 787 is a leap forward not only in materials and design, but also in the processes used for production about 9,000 miles. This means the jet can fly nonstop between almost any two points on the globe.

BBJ 787s are delivered “green”, without a completed cabin interior. Clients work with designers and completion centers to create a cabin that suits their lifestyle.

“Our experience is that our customers want an interior that really speaks to them,” says Taylor. “They want the same level of individuality in their airplane as they have in their homes.”

In 2007, Jet Aviation signed a letter of intent on a 787 with a client from the Middle East. Preliminary planning has begun and both parties are keen to finalize the deal for work at Jet Aviation’s Basel, Switzerland Completions Center. Jet Aviation expects this to be just the beginning and is ramping up work on the Dreamliner. The company sent a team of maintenance technicians from the completions center to Boeing’s facilities in Seattle for B1/B2 training on the composite jetliner and Jet Aviation became a Boeing Authorized Completions and Maintenance Service Center in 1996. The year Boeing Business Jets was founded to strengthen business-aviation services within Boeing. Both organizations have seen increasing interest in the use of large jets for business aviation.

Taylor has been president of BBJ since 2009, when he moved into the job from his position as BBJ chief pilot, before moving to sales, and then becoming president of the BBJ unit, where he works to get VIPs flying in Boeing Business Jets.

“It’s a very satisfying thing when we find the right aircraft for the right customer,” he says. “In the case of the 787, we are looking for the highest tech customer and we have the highest tech product.”

Taylor flew the first Boeing 787, which was still classified as experimental at the time, to the 2011 Experimental Aircraft Association’s AirVenture Oshkosh. “I have been going to Oshkosh since I was fourteen,” says Taylor. “And when I got my pilot license, I piled a friend in my piper and flew over. For someone with that background to be able to take a 787, the pinnacle of technology, to a show which is all about technology and innovation, is a career moment.”

The 787 is a fly-by-wire aircraft, which means that wing and tail control surfaces are actuated by electrical signals rather than a mechanical system of cables and pulleys. Computing processors translate the pilot’s inputs from the flight deck into these electric signals.

While the feel of flying older aircraft is dependent on the mechanics of the systems, programmers can determine how the controls of fly-by-wire systems will feel for pilots. Because there was a positive response to the 777 fly-by-wire system, and because it made sense to make it easy for pilots to fly both aircraft, the company made the 787 systems architecture similar to that of the 777.

“The 787 is the nicest handling airplane I’ve ever flown,” says Taylor. “It’s a real joy to fly.”

In addition to the BBJ 787s that are scheduled for production, Boeing is taking the fourth, fifth and sixth planes that it produced, which were outfitted as test aircraft, and converting them to green BBJ 787 specifications. The company has a buyer for the sixth aircraft and is working on several prospects for the other two.
PRODUCTION

The new Boeing 787s will come from one of two assembly lines at Boeing’s Everett factory, outside of Seattle, Washington, or from its assembly line in North Charleston, South Carolina. The factory in Everett, where the company also makes 747s, 767s and 777s, is the largest building in the world, by volume. The building is divided into production galleries by multi-story rows of glass-walled offices. In the 777 production gallery, which sits between the two 787 galleries, there are many stations as metal components are joined to form the fuselage. In a display area for visitors, a sign states that the fuselage of the aircraft is delivered in just three composite pieces. Before these pieces and the wings are brought to Position 1 to begin the assembly process, they are left at “Position Zero” for 24 hours, to acclimatize.

The 787 gallery feels like a different world. There are only four positions, and there is not much clutter or noise. The entire fuselage of the aircraft is delivered in just three composite pieces. Thirty percent of the elements are made outside the United States. Thirty percent of the elements are made outside the United States, such as the wings which are made in Japan, the passenger doors made in France, the cargo doors made in Sweden, and the wingtips made in Korea. An earthquake could change the alignment of production facilities.

Assembly continues through the next three positions, with systems test culminating the process. The aircraft is then painted, fueled and tested a bit more before it is flown by Boeing test pilots, followed by customer pilots.

Boeing did not wait until development of the 787 was complete to start thinking about outsourcing production. The company began partnering very early in the process to develop the individual technologies, which allowed it to bring additional talent into the project and to spread the development risk. Boeing has gained from this process, but there have also been numerous difficulties. Delivery of the first aircraft took place three years later than originally planned. The integration center was one way of tightening both oversight and cooperation with suppliers.

Components for the 787 come from over 200 suppliers in more than a dozen countries. Thirty percent of the elements are made outside the United States, such as the wings which are made in Japan, the passenger doors made in France, the cargo doors made in Sweden, and the wingtips made in Korea. An earthquake could change the alignment of production facilities.

Political uprisings or labor disputes could affect delivery. Boeing did not wait until development of the 787 was complete to start thinking about outsourcing production. The company began partnering very early in the process to develop the individual technologies, which allowed it to bring additional talent into the project and to spread the development risk. Boeing has gained from this process, but there have also been numerous difficulties. Delivery of the first aircraft took place three years later than originally planned. The integration center was one way of tightening both oversight and cooperation with suppliers.

The center has translators who can cover 28 languages. Boeing employees can use the center’s video-conferencing rooms, and these translators, to communicate with suppliers abroad. Staff at the foreign companies can use handheld high-definition video cameras to show Boeing engineers images of their components.

The center also monitors the location of the Dreamlifter aircraft. These four modified 747-400 passenger airplanes fly around the world, picking up large pieces for the Boeing 787 from suppliers and bringing them to either Everett or Charleston for assembly. For loading, the rear section of the fuselage swings open like a huge hinged door. These are the largest airplanes in the world by volume.

Boeing is currently assembling 7 Dreamliners per month, and it expects to increase production to 10 per month by the end of the year. Each aircraft moving through the production lines is numbered. In late September of this year, the aircraft numbers were in the high 130s and low 140s. Sixty customers from six continents have ordered more than 950 airplanes valued at more than $225 billion.

Many say the 787 represents the future of aviation. Airlines have responded to the advanced, efficient aircraft, and so have business aviation customers. The newest technology coupled with the freedom to jet non-stop to just about anywhere in the world is proving seductive.
The Pope’s Swiss Guard: The modern incarnation of a very old tradition

In 1506, Pope Julius II asked for Swiss soldiers to protect him and the Papal Lands. At the time, the Swiss were known as the toughest, most skilled and most loyal mercenaries in Europe. A group of 150 soldiers arrived to form the Swiss Guard, and the unit still protects the Pope today. After more than 500 years, the Guard is modern, but its traditions run deep.
Within Rome, on the west side of the Tiber river, lies Vatican City. It is the smallest city-state in the world, with an area of 110 acres and a population of around 450. The Pope, who is Bishop of Rome and head of the worldwide Catholic Church, is the head of state and government.

The city-state is the remnant of palatial lands that once covered a much larger portion of today’s Italy. The current boundaries of Vatican City are the result of an agreement reached between the Roman Catholic Church and the Italian government in 1929.

Most people’s first view of Vatican City comes when they enter the sweeping plaza of St. Peter’s Square, which showcases St. Peter’s Basilica, possibly the most renowned work of Renaissance architecture. Partially designed by Michelangelo, the basilica is said to be the burial site of Saint Peter and is revered by Catholics worldwide.

The square is framed by colossal Tuscan colonnades, designed by Bernini in the 17th century, that are topped by 140 statues. Like so many places in and near Rome, this spot has a majesty that reflects a history of power, wealth and appreciation of the arts.

On a typical day, this area is packed with tourists. At 7 a.m., however, the square is quiet. A street-cleaning car makes its rounds. The mobile home that serves as a post office annex, selling tourists Vatican stamps, remains closed and looks beached in the middle of the square. The sky is blue and the sun is already strong, radiating off the colonnade and the basilica. The beige hues of those structures and the dark gray of the cobbledstones form a two-tone landscape.

With one exception. At the far end of the square, to the left of the basilica, a cluster of bright colors stands out. Two Swiss Guards stand watch in their gala uniforms, which are striped with the historic colors of the Medici family – red, yellow and blue.

The sentries are guarding Arco delle Campane, one of the three border crossings between Italy and Vatican City. The Swiss Guard is a security force of Vatican City, sometimes referred to as the de facto military force. Though all members of the Swiss Guard are Swiss citizens, for the time they serve in the force they are given temporary citizenship in Vatican City.

Though the international image of Switzerland is commonly tied to tidy pursuits such as chocolate, watch-making and banking, there was a time when the Swiss were the most esteemed and feared mercenaries in Europe. They were fierce and loyal fighters, who had advanced military tactics and took no prisoners. They were also fond of pillaging. More in line with the country’s current culture, the mercenaries were also known for being professional and reliable.

In 1506 Pope Julius II requested Swiss mercenaries for his service, and 150 men arrived to form the Swiss Guard. Not long after its arrival, the Guard faced its greatest danger to date. On May 6, 1527, during the Sack of Rome, 147 of the 189 Swiss Guards died fighting to protect Pope Clement VII. The other 42 guards managed to sneak the Pope through the secret passage, the “Passetto”, to safety in the fortress Castel Sant’Angelo.

There was a short break in the presence of the Swiss Guard after this, but their service soon resumed, and they have been serving the Pope ever since. The Pontifical Swiss Guard is the oldest active military unit still in existence. The Guard celebrated its 500th anniversary in 2006.

The modern Guard

The Swiss Guards of today have a comparatively calm job. They often say that words, not weapons, are their main
The Swiss Guards walk the line between security and welcome

The Swiss Guards walk the line between security and welcome. The top priority of the Swiss Guard is to protect the Pope. They do this both in his residence at Saint Martha’s House and in the Papal Palace, as well as during his audiences, receptions, Holy Masses, and travels. Within the Guard, it is the officers who carry out these duties. They are dressed in suits and have earpieces, giving them a look similar to that of the US Secret Service. They carry out this function in collaboration with the Vatican Police.

The 110 Swiss Guards live in barracks in Vatican City, near St. Peter’s Basilica, just below the Papal Palace. Their surroundings are impressive. The foundations of the palace are massive, because this ground near the Tiber river was swampy, and the bulk was necessary to support the enormous weight of the palace. This kind of architecture, coupled with the beauty, and the history, as well as the meaning this location has for millions of Catholics, makes a constant awareness of the extraordinary nature of the place inescapable.

Not only are the traditions of the Vatican palpable, so are those of the Guard itself. The wood-paneled walls of the Swiss Guard visitor’s cafeteria are covered with large paintings showing aspects of the origin of the Swiss Guard, as well as four battles that paved the way for the formation of Switzerland. There is a fountain in the barracks courtyard that honors the Guards killed in the Sack of Rome. The event forms an important part of the mythos of the Swiss Guard.

Some new recruits join for religious reasons — it is a way to serve their Pope. Other recruits are drawn by the chance to experience the Vatican and Rome, the event forms an important part of the selection process. There are many who take themselves out of the running when they realize it is not what they thought it was,” he says. “This is not antiterrorism like the SWAT team. There is a lot of standing guard.”

In order to be considered for the Swiss Guard, candidates must be Catholic and have a recommendation from their priest. They must also be Swiss, single, male and between the ages of 19 and 30. They must be at least 5 feet 8.5 inches tall. They must have completed the four-to-five month Swiss military basic training and must have “an irreproachable reputation.” They must also have completed an

Each year about 150 young men apply, and 35 are accepted. Corporal Urs Breitenmoser, who is in charge of communications for the Swiss Guard, says a significant part of the selection process is to give the men more information about the exact nature of the job. “There are many who take themselves out of the running when they realize it is not what they thought it was,” he says. “This is not antiterrorism like the SWAT team. There is a lot of standing guard.”

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“SCHILDWACHE”

Luca Simen, one of two guards at the Arco delle Campane gate, on a hot morning in July, had only been with the guard for about 9 months. This meant he had to do quite a bit of “Schildwache,” which is sentry duty during which the guard must stand perfectly still, only moving to salute distinguished visitors who pass through the gate.

Schildwache is tough. “You get the urge to shift your weight,” he says, “but the less you move, the better it goes.”

The Schildwache at this gate lasts one hour at a time. At the nearby Portone di Bronzo gate, it lasts two hours. When asked whether there is a big difference between one and two hours, he and fellow sentry Jakob Romer answer in unison, “Yes!”

The Swiss Guards serve as honor guards for the Pope and visiting dignitaries
Most of the men will stay for 25 months, the minimum term. Those who remain in the Guard can be promoted to the rank of corporal after five or six years and then continue to move up the hierarchy. About 50 percent of the Guard’s officers have risen through the ranks this way. The other half have come over, as officers, from the Swiss military.

Swiss Guards used to carry rifles, but this was discontinued in 1970. “The Pope cannot speak about peace and in front of him is a Swiss Guard with a heavy gun,” explains Breitenmoser. Sometimes guards need to handle unusual situations, such as when visitors claim that they are Mary or Jesus and insist they need to speak to the Pope. It is very seldom, however, that there is a real problem.

Mostly, the guards speak of touching moments. “It is a place of hope for so many people,” says Breitenmoser. Sometimes the Guards witness personal stories. Sometimes there is a group dynamic, such as when 40,000 young people gathered on the square, lit candles and fell silent. In this atmosphere, the guards walk the line between security and welcome. “We are like a reception, a welcome to the pilgrims,” says Breitenmoser. “We are the Pope’s calling card.”

St. Peters Square is a special place to millions from around the world. Swiss Guards perform a variety of ceremonial functions, including “Schildwache.”

NOT YOUR EVERYDAY GUARD DUTY

There is something very special about protecting the Pope, and also something very tricky. The Pope – especially the current Pope, Francis – wants to be close to the people, to walk among them. “He loves to have contact with people,” says Breitenmoser. “So we can only protect him in the way he likes. He is not like a typical head of state.”

FC GUARDIA

The Swiss Guard has a soccer team that competes against teams such as the Vatican police, government officers, and church employees.

MEETING THE POPE

On the day a Swiss Guard is sworn in, he and his parents meet with the Pope. When the Guard leaves the corps, he once again has an audience with the Pope, this time alone.

From a luxurious seat on board, to a meeting with the board.
Super Bowl XLVIII in Greater New York – When the big game meets the Big Apple

The Super Bowl is the most-watched sporting event in North America, and worldwide it is second only to the Union of European Football Associations’ championship soccer match. The game has sports action for those who love football, a star-driven halftime show for music fans and commercials that have become a high form of art. For the National Football League, there is pressure to make both the game and the preceding events bigger and better each year. The 2014 Super Bowl will be held in the New York area. In America’s mammoth city, attracting attention is no small task.
The NFL is “embracing the cold” at the first cold-weather, open-air Super Bowl

The Super Bowl is America’s most-anticipated sporting event. Unlike the multi-game championship contests in many other sports, the football final is one deciding game, and Super Bowl Sunday has become de facto American holiday. During the game, the streets of many towns are deserted to the point of appearing post-apocalyptic.

About 85,000 people will attend the 2014 game, and many more will travel to the New York area for the festivities surrounding the game. The National Football League (NFL) not only makes sure the game runs smoothly, but also creates a high-profile Super Bowl week.

The organization puts on a wide range of events for visiting football fans, local residents, sponsors and the media. The Super Bowl is so deeply entrenched in American culture that one might think the NFL could just rest on its laurels and enjoy the dynamic. According to Frank Supovitz, the NFL’s senior vice president for events, this is not the case. “We are always pushed by (team) owners and by the (NFL) commissioner to be as innovative as possible,” says Supovitz. “You want to make sure you’ve got intriguing conversation and thought-provoking types of things for people to do.”

Last year in New Orleans, and the year before in Indianapolis, the Super Bowl dwarfed everything else happening in the area. Super Bowl fever consumed the region.

New York is a different kind of place. The city itself has a population of over 8 million, and the metropolitan area has almost 19 million people. There are more than 2,000 arts and cultural associations and over 500 art galleries. The theater on Broadway is legendary, and the city is the second-largest film center in the US. New York City is the largest media market in North America, and it is home to Nasdaq, which is here, as is a giant Toys “R” Us store.

Super Bowl Boulevard will provide activities that allow fans to throw a touchdown, catch a pass, or kick a field goal, as well as nightly concerts, a Super Bowl Trophy display, football clinics, NFL-themed exhibits and player appearances. At the 34th Street end of the boulevard, on the side of the giant Macy’s that used to be the world’s largest department store, there will be a high-definition 3D show. The projection is designed to fit on the building itself, with the architectural elements becoming projection surfaces.

Super Bowl Shopping

Super Bowl Sunday is second only to Thanksgiving in the amount of food eaten by Americans. Earlier this year, the National Chicken Council estimated Americans would eat 1.23 billion chicken wings during the 2013 Super Bowl weekend. The organization pointed out that, placed end to end, these wing segments would stretch from Candlestick Park in San Francisco to M&T Bank Stadium in Baltimore – 27 times.

The NFL is not the case. “We want to make sure that we cut through the clutter, and that’s among the reasons you see Super Bowl Boulevard on Broadway. It’s right in the middle of everything.”

The 10-block stretch of Broadway is a diverse, jumbled assortment of restaurants, shops, food carts, bike paths, pedestrian areas, and a bank or two. Up near 42nd Street, colossal screens begin appearing, showing advertisements and television broadcasts. Stores such as Duane Reed and the Loft have marquees like signs to compete for attention. Even the Times Square subway station has a sign with sparkling lights.

Nasdaq is here, as is a giant Toys “R” Us store.

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The NFL is “embracing the cold” at the first cold-weather, open-air Super Bowl
“We want to make sure that we cut through the clutter”

The NFL expects 1 million people to visit Super Bowl Boulevard. The Fox network, which will be broadcasting the Super Bowl, plans to set up on this stretch of Broadway, as do ESPN and other networks seeking to capture the pre-game energy.

Super Bowl Boulevard is just one of a series of events that include a media day, a tailgate party, and a food fest – all meant to boost involvement and excitement. A 36-second advertising spot during the game sells for almost $4 million, and the Super Bowl brand goes far beyond the stadium. The Super Bowl phenomenon must be big.

The stadium was opened in 2010, replacing the former Giants stadium. It cost about $1.6 billion to construct, making it the most expensive stadium ever built. With a permanent seating capacity of 82,500, it is the largest stadium in the NFL.

It is common for the Super Bowl to be outside a main city area. MetLife stadium was built on reclaimed swampland, which means there was quite a bit of open land, allowing for a large parking lot and giving the area more of an all American feel than the intense urban environment across the river.

What is not common is to have the Super Bowl in an open-air stadium, in a cold-weather region. The NFL has a rule that average temperatures at an open-air Super Bowl stadium in early February must be at least 50 degrees Fahrenheit. It made an exception for MetLife Stadium, where the average early February temperature is between 24°F and 40°F, and winds can be significant.

While it is clear that this will provide challenges, the weather rules also make the event stand out. The NFL is “embracing the cold.” The game is loudly proclaimed as the first cold-weather, open-air Super Bowl, and the host committee’s logo has a snowflake.

“It certainly adds another level of conversation and intrigue,” says Supovitz. “In this particular case, people have been talking about it for years – as to whether or not it is a good idea to host it outside.”

The NFL must now take lessons learned during previous cold-weather games at MetLife and other stadiums and apply them to the big game. The most famous cold-weather game was the 1967 championship for the National Football Conference. The game-time temperatures at the Green Bay, Wisconsin stadium were about –15°F, with a wind chill around –48°F. The field was covered with ice. Several members of the Wisconsin State University – La Crosse Marching Chiefs band were taken to the hospital to be treated for cold exposure, and the metal whistle stuck to the referee’s lips when he signaled the start of play.

MetLife Stadium should seem most tropical in comparison, and technological advancements and experience should allow the NFL and the stadium to handle even low temperatures gracefully. There will be an extra-large crew ready to shovel snow or contend with ice, and there are plans to help fans stay warm. For the halftime show, which will feature the Grammy-award winning singer Bruno Mars, a stage has been designed to have fewer, lighter pieces than usual, so it will be easier to set up in case of ice. As with any other halftime show, there will be just eight minutes to set up the show, twelve for the performance and seven to break down the set.

These kinds of challenges trigger discussion and attention, which is good. They also increase performance pressure for the NFL, which is already working under the watchful eyes of the nation’s largest media market. The challenges so widely announced, as well as every other detail of this highly scrutinized extravaganza, must be mastered.

“The expectation is that you do it flawlessly,” says Supovitz, “or as close to flawlessly as you can. And if you can’t do it flawlessly, that’s not something that is in the public eye.”

THE CHAMPIONSHIP

At the core of the NFL’s Super Bowl activities are the logistics that will get the ball kicked off at 6:30 pm. The game is the annual championship played between the winner of the National Football Conference and the American Football Conference. The first Super Bowl was played in 1967 at the Los Angeles Memorial Coliseum. There were 33,000 empty seats, and at halftime, two college bands and a high-school drill team performed.

Tickets for the Super Bowl now sell for several thousand dollars on the secondary market. Super Bowl XLVII, played in 2013, was the most-watched football game in television history, according to Nielsen ratings.

The owners of the NFL’s 32 member teams vote to choose the city that will host the Super Bowl. For Super Bowl XLVIII, on Feb. 2, 2014, the group has chosen the New York Metropolitan Area, which is home to both the New York Giants and the New York Jets.

The game will be played in MetLife Stadium, across the river from New York in East Rutherford, New Jersey.
When the cabin of an aircraft is designed to carry just a few people, there is room to create a diverse realm fitted to the owner’s lifestyle. He or she can choose to include bedrooms, spacious bathrooms, living rooms, dining rooms, libraries, meeting rooms or guest cabins.

Designers create a distinctive look and feel for aircraft interiors - making them elegant or edgy, relaxing or stimulating. As they do this, they consider proportions, contrast and balance. They look at color and materials. They seek unity and harmony.

They also look at center of gravity, weight and exit doors. They know the materials will have to be burn tested. They design furniture that can be made lightweight. They work within the confines of what will be certified by aviation authorities, and because space is at a premium, every element is designed in a way that optimizes its use. Elements are often multifunctional.

“When we design an aircraft interior, we design to every last millimeter,” says Elizabeth Harvey, head of the Jet Aviation Design Studio in Basel, Switzerland. The studio does not work in a vacuum, but rather collaborates with other experts at Jet Aviation. “We work with engineers and production employees, integrating their knowledge of functionality and manufacturability,” Harvey explains.

At the start of the design process, aircraft owner’s may have a strong vision for the interior. Or they may just have a feeling. They may have an ambiance in mind, or know they want the space to resemble his home or yacht. He may simply know how many passengers...
they wish to carry in certain areas. As they go through the design process, they will have to make many decisions so that the designer can refine their vision.

“Our job is to guide our client through the entire process and to give him strong recommendations, not just with regards to the design but also to feasibility,” says Harvey. Part of this process is to present clients with the pros and cons of various possibilities for their interior to develop the final product ideally suited to their needs.

Within the world of VIP aircraft interiors, possibilities are endless, especially for wide-body aircraft. In order to provide design food for thought and to show what Jet Aviation designers can do, the studio created two designs for the interior of a wide-body aircraft. These designs – Timeless and Visionary – were presented at the European Business Aviation Convention and Exhibition (EBACE) in Geneva this past May. Visitors could see the designs as a 3D movie or as a virtual-reality walk-through.

The Timeless interior is classic and elegant. Simon Thümmler, who led the design effort for this concept, says the underlying intent was for people to find the style familiar, without knowing exactly where they had seen it before. He took reference from historical styles, but he did not simply mimic them. The design demonstrates detail, style and harmony adapted smoothly to an aircraft frame. Thümmler says it shows “what we as a Design Studio do.”

The Visionary design was done to show what Jet Aviation could do. This is a vision of where aircraft interior design may be headed. It is a futuristic design that is also realistic, squarely within the capabilities of Jet Aviation Completions.

Jet Aviation designers are part of an extensive process. After the final interior design is chosen, they will accompany the project through to the re-delivery of the aircraft to the customer, making sure the client’s vision is indeed what he receives when the aircraft rolls out of the Jet Aviation hangar. It takes a small army of skilled experts to make this happen.

**Building IT**

Jet Aviation designers are part of an extensive process. After the final interior design is chosen, they will accompany the project through to the re-delivery of the aircraft to the customer, making sure the client’s vision is indeed what he receives when the aircraft rolls out of the Jet Aviation hangar. It takes a small army of skilled experts to make this happen.
Jet Aviation has now completed over 200 aircraft, ranging from small business jets to wide-body aircraft.

Jet Aviation’s narrow- and wide-body completions take place in Basel, where the company has sheet metal, carpentry, upholstery, electrical, water-systems and composite shops. The sheet metal shop creates parts by milling, machining and bending, while the second shop focuses on the assembly of those parts. A complete narrow-body interior has about 30,000 sheet-metal parts, while a wide-body interior has close to 42,000 such parts.

The cabinetry shop works with honeycomb composites to create lightweight furniture that is elegant and strong. The honeycomb composites are covered with a variety of luxury materials, including veneers, fabrics, stone and mother of pearl, and often intricate marquetry or inlays.

While the cabinet is being built, a plywood replica is also constructed. This mock-up is used by the electrical and water-systems shops to assemble any wiring or plumbing that will be installed in the cabinet. This system will then be ready to go, not needing to be pre-assembled inside the aircraft. The mock-ups are used to avoid damage to the actual cabinets as the systems are being built.

In the upholstery shop, craftsmen take steel frames certified for aviation and add foam and materials to build seats and divans. The seats are not only finely stitched, but also fitted to the ergonomic requirements of the aircraft owner.

Each aircraft interior built at the facility is highly customized. It is a prototype—specific to a customer’s taste and to the aircraft. This requires a high level of planning and testing. The elements of the interior, or their plywood replicas, are installed in a mock-up of the aircraft fuselage to make sure they fit within the aircraft and with each other. The goal is for pieces to then fit perfectly the first time they are brought into the actual aircraft.

“These days, most pieces only have to be brought into the aircraft once,” says Neil Boyle, head of Jet Aviation’s Completions Center in Basel. Over the past two years, Jet Aviation Basel has revamped its processes to make them more accurate and efficient. “We are meeting our contractual re-delivery dates and in most cases beating scheduled major milestones dates,” he says.

A core element of the new processes is expanded use of CATIA software. CATIA is used for computer-aided design (CAD), as well as computer-aided manufacturing and computer-aided engineering. Along with its uses during the engineering design phase, the program allows everyone involved in the completions process to easily access information and to communicate with other teams. Cabin elements are not just planned individually within the software, but are built together in the 3D sphere. This prevents space conflicts and allows multiple departments to begin work at the same time.

The software also transmits information directly to the machines that make parts. The completions center has added more of these advanced machines, and to further boost productivity, it has also changed the way it organizes teams working on the aircraft. Another important step has been to do work in the production shops that had previously been done on the aircraft. Fifty percent of the interior is now built before the aircraft arrives.

The Visionary design:
Lounge (top left), master bedroom and bathroom (bottom left), credenza in master bedroom (top right), Neil Boyle, head of Jet Aviation’s Completions Center in Basel
It takes a small army of skilled experts to create a luxurious wide-body interior.

The Jet Aviation Basel Design Studio offers clients a highly customized interior design service, beginning at the concept stage. The studio also has expertise working with other design houses, providing complete end-to-end design management as the aircraft goes through the in-house completions process. Together, the Studio’s designers have over eighty years of aircraft interior design experience.
The Bex salt mine –
Swiss salt earned the hard way

Founded at a time when salt was almost worth its weight in gold, the salt mine at Bex initially yielded a small amount of salt for a large amount of toil. Over the centuries, yield increased, but so did competition. Nonetheless, the salt producers of Bex always found a way to stay just one step ahead of obsolescence.

At the salt mine in Bex, visitors board a small train and travel more than half a mile into the mountain. The tunnel was originally built 63 inches high and 20 inches wide, though in some places it has been enlarged. It is rough hewn. It is solid rock. And it feels like a journey to the center of the earth.

The salt mine is a labyrinth with almost 31 miles of tunnels, shafts, staircases and galleries. It seems to be another world – a world that might be inhabited by giant mice or Tolkien creatures. There is something comfortable and sheltering about the mine. It is about 64 degrees Fahrenheit and 80 percent humidity year round, and it has been nicely lit for tourists. There is also another feeling – a sense that left to his own devices, a person would not survive in the maze of tunnels.

Excavation of the labyrinth began at the end of the 17th century. It was done by hammer and chisel, and it progressed at a rate of about 5 meters per month. Even tougher than the horizontal shafts were vertical staircases, where the workers had to dig doubled over, because they were digging lower than their feet. They then had to carry the rocks out on their backs. Workmen often did not have enough oxygen, and they risked landslides and explosions. When gunpowder came into use, it made progress faster, but work conditions remained extreme.

The mine entrance is at about 2,000 feet, in the Vaud Alps. This is the southwestern, French-speaking part of Switzerland. At the top of the mountain is the ski resort of Villars. Outside the mine entrance are a shop and a restaurant, surrounded by forest. The location is scenic, but the true magic comes when riding into the mine and entering another world.

THE BEGINNINGS

Salt was discovered near Bex in the 15th century. Legend has it that a young shepherd was leading his goats to pasture, when he noticed they preferred drinking from two particular springs. He tasted the water and found it salty.
In the early days, brine was extracted from galleries close to the mine entrance.

REMANTS OF AN OCEAN

Two hundred million years ago in the Mesozoic Era, also known as “the Age of Reptiles”, today’s Switzerland was covered by an ocean. Through rapid evaporation, salt was deposited on the sea floor, and then covered with layered rock sediments that protected it from rain. When the African plate collided with the Eurasian plate, lifting and folding created the Alps, and the salt was folded up into the mountains.

When he put some in a cauldron and boiled away the liquid, he was pleased to discover salt crystals at the bottom of the pot. Salt has often been found by following animals. Near Lake Erie, North American settlers came across a salt lick frequented by buffalo, and they founded a village. That village grew into the city of Buffalo, New York. When the American frontiersman Daniel Boone trailblazed across the Allegheny mountains and reached the Ohio River Valley, he was actually following animal trails. These trails were the way to and from a giant salt lick. Herbivores need to eat salt, and although red-meat eaters can cover their salt requirement through the meat they eat, humans became dependent on salt for agriculture, animal husbandry and food preservation. The importance of salt had risen in Switzerland in the 12th and 13th centuries, as livestock ownership and the making of cheese to preserve milk rapidly increased.

Serious exploitation of the salt springs began in 1475, when Bernese invaders began boiling pots of the naturally occurring salt water over fires. For almost 200 years they simply got this brine at the spring. Then they had to begin digging stairs to reach the water at a lower level. By 1680 the springs had diminished, and they built galleries to get to reservoirs of brine in the mountains. Over the course of more than a century, they continued to add shafts, stairs and galleries.

The discovery of the salt source had given great hope to the government in Bern. The Swiss had been trading for salt since the Neolithic Age, importing it from various regions. The source of salt was chosen based on the ease of transport, as well as the price, quality and political situation. Beginning in the 15th century, salt was a central part of foreign policy.

During the first few centuries of excavation, the yield from the salt source near Bex was disappointing. It was only enough to cover the needs of the local region and parts of neighboring Bern. In attempts to reach larger reservoirs, projects were started that involved ambitious staircases and shafts, but despite huge efforts, there were no significant successes.

Then in 1768, specialists gained a better understanding of the geologic structure in the area, and were able to lead miners to untapped brine reserves. This allowed the salt works to operate for another 60 years. In the early 19th century, miners discovered a massive saline rock, which was cut up and transported to caverns, where the salt was liquefied by water that was run over the blocks. The brine was brought to saturation and then transported to the evaporation plant through pipes made of the trunks of larch trees.

Today, if there is a problem with extraction, the system will notify the technicians through their smartphones.

Over the years, the technology used for brine extraction advanced. The system of tunnels, shafts and staircases also became more complex.
The brine leaving the mine runs through plastic pipes to a picturesque cluster of brick buildings further down the mountain. This is the “saline”, the plant where salt is crystallized out of brine and packaged. The buildings of this plant have been designated as historical landmarks, which is a nice recognition of the company’s heritage, but which also often restricts the company’s ability to update its facilities.

Modern machinery separates gypsum from the brine, then feeds the brine into an evaporator. The company produces 30,000 metric tons of salt each year. Three thousand tons are destined for human consumption, 2,500 tons are packaged for animal feed, 6,000 to 7,000 tons go to the softening and purification of water, and the rest is used for de-icing roads in winter.

Company director Julien Hoefliger receives visitors in a historical brick building adjacent to the plant, which houses the company’s offices. A large map from 1724 hangs on the wall of the meeting room. It shows the jumble of straight lines and curves that were the geography of the shafts and tunnels at the time. In the front of the room, glass cases display the company’s new line of gourmet salts and salt-based spa products.

There is currently a salt monopoly in Switzerland. The government has granted Saline de Bex the sole right to make salt for the canton of Vaud, and Swissier Rheinsalinen, which mines reserves near Basel, the right to produce for the other 25 cantons. Salt monopolies were once common throughout the world. Salt taxes and licenses financed governments for hundreds of years.

Salt monopolies have also been the source of much social unrest. Breaking such a monopoly by picking up salt crystals was Ghandi’s symbolic act after his march to the sea to protest British colonial salt laws in India. Times have changed and the salt monopolies in most countries have been discontinued, including all countries of the European Union, which surrounds Switzerland.

“We have had a new strategy for the past two or three years,” says Hoefliger. He says the mine can keep producing at the current rate for about 300 more years. At some point, Switzerland may follow the global trend and abolish the monopoly, however, and this would throw the company into a very competitive salt market.

“We are preparing for the future by focusing on our advantages,” he says. “This is the only Swiss alpine salt. It is pure. And thanks to the hydroelectric plant, we have zero carbon emissions.” These factors make the gourmet salts and spa salts attractive in a changing international marketplace where perceptions of quality, tradition and uniqueness can determine success.

Bex once again faces a challenge to the profitability of the excavation of salt in this difficult location. For hundreds of years, the salt works has come through with innovation and progress just when they were needed. Hoefliger aims to make certain this tradition endures.
Absinthe is an alcohol in transition. The wormwood it contains was considered practical, then mystical, then diabolical. Absinthe is now being accepted into the mainstream, and this threatens to strip away some of its mystique. Green Velvet believes absinthe has its place among the great, enduring spirits and expects quality and mixability to put its brand on the map.
Sometimes Gaudentia Persoz dresses up as absinthe's Green Fairy when she introduces her products, and some-
times she does not. Absinthe is a drink with many faces. Some consumers want the fun, light side of its rich lore, others
are more drawn to the dark myths. Sometimes customers are aiming for a modern, cosmopolitan feel. Persoz can accommodate them all, happily. She
loves her work with absinthe and she figures that when potential customers taste it, they will be convinced.

Persoz lives in the birthplace of absinthe, the town of Couvet in north-west Switzerland's Val-de-Travers. She
did not grow up in the valley, but ended up there, ironically, because she wanted to travel around the world and work in
hotels. She grew up in the southeastern, German-speaking part of Switzerland.

When she was 16, she went to Val-de-Travers to improve her French, in order to later attend hotel management
school. In the valley, she met her hus-
band, Jean-Michel, and this put her on
an entirely different path.

Jean-Michel's grandmother had dis-
tilled absinthe, which had been illegal
since 1910. She was caught, and she had
to pay a large fine. About 30 years later,
Jean-Michel became interested in the
process, and asked her for the recipe.
She said, “No.” She was afraid her
grandson would get caught, and the au-
thorities would trace the recipe back to
her. Jean-Michel kept asking, and even-
tually she gave in.

Having been trained as a plumber,
Jean-Michel used his skills to build an
alembic – the traditional copper kettle
used to distill absinthe. “We distilled a
little bit,” says Gaudentia, “really just as
a hobby. We gave it to family and
friends.” When absinthe became legal
again in 2005, they began distilling
larger quantities and, in 2012, Gauden-
tia joined with partners to create Green
Velvet, a premium absinthe aimed at
the cocktail market.

Some sought absinthe for its rich,
mysterious effects; others believed it led to insanity

A LONG HISTORY

When absinthe was first distilled in
Val-de-Travers in the late 18th century, it was sold as a medicinal tonic. The
wormwood it contained had been used for medicinal purposes since ancient
times. In 1797, production increased
when Dubied Père et Fils built a distill-
ery in Couvet. The company then built
a second distillery just across the bor-
der in France, under the name Pernod
Fils.

Absinthe leapt in popularity in the
1840s, when it was given to French sol-
diers fighting in Algeria, both as an
aperitif and to disinfect their drinking
water. After the war, the soldiers began
drinking absinthe in French cafes, and
the bourgeoisie developed a taste for it.
In its most famous phase, during the
Belle Époque, the period at the end of the
19th and beginning of the 20th cen-
tury, Parisian artists developed a taste
not only for the green, aromatic liqueur
but also for what might be called an
absinthe culture. While well-mannered
French citizens would sit in cafés at 5 p.m., the Green Hour, and drink ab-
sinthe, the bohemian artists would
continue downsing the beverage well
into the night. Absinthe was associated
with inspiration, freedom and deca-
dence. It became popular in London
and other European cities.

While some sought absinthe for its
rich, mysterious effects, others believed
it led to insanity and encouraged the
work of the devil. Many considered it to
be more dangerous than other alcohols.

Some considered absinthe for its rich,
mysterious effects; others believed it led to insanity.
The drink had never really disappeared from the valley. Bootleggers had still made it, and it could be ordered in bars and restaurants. Customers could not simply ask for “absinthe”, so a variety of nicknames were used. They would ask for “une petite” (a small one), “la bleu” (the blue), “le petit lait” (the little milk), and “Geissemilch” (goat milk.) There were also bottles hidden near some natural spring fountains in the forest, where insiders could drink a glass and leave payment in a small box.

Absinthe was stored in unlabeled bottles, and a clear version of the previously green beverage was produced because it was easier to disguise. The clear absinthe was also faster to make, which reduced the chance that a distiller would be caught in the act.

If distillers were discovered, they faced stiff fines. There are many stories in the valley, still joyfully told, of distillers outsmarting authorities. But many bootleggers were in fact caught. Once, the government came looking in the valley because statistics showed that the sale of other, legal alcohols was unusually low in Val-de-Travers.

When absinthe became legal again, numerous small distillers sprung up. Most of them, along with the farmers who grow wormwood, say they have been doing it “since it became legal”. And most of them, interestingly enough, were quite experienced by that point.

**THE PROCESS**

Gaudentia uses three alembics. They are all fairly small, which she says is important for good absinthe. The alembic her husband made holds 50 liters; the two newer ones each hold 100 liters.

She begins by putting grain alcohol into the alembic. She then adds herbs and lets them soak overnight. Distillation begins in the morning and conti-
When absinthe was first distilled in the late 18th century, it was sold as a medicinal tonic.

In the late 18th century, absinthe was first distilled in France. The drink is distilled using a copper alembic, and the process takes six days and is done largely in the dark, often at night. The extra herb brew, which is then added back into the larger batch, not only adds color, but also flavor. The taste of the green absinthe is stronger and tarter. Wormwood is considered to be the second-most bitter aromatic herb in existence – after rue – and is considered to be the fourth most bitter herb. Wormwood and the other components should dominate,” says Green Velvet partner Michael Widmer. Wormwood is the aromatic herb in existence – after rue – which is considered to be the second-most bitter aromatic herb. It should dominate, as the green absinthe is stronger and tarter.

Green Velvet made two adjustments to the Persoz family recipe to make the absinthe better suited for cocktails. One was to make the flavors more subtle. “When a cocktail is mixed, the wormwood and the other components should be recognizable, but none of them should dominate,” says Green Velvet partner Michael Widmer. Wormwood is considered to be the second-most bitter aromatic herb in existence – after rue – but when the oils are distilled, they can take on a sweet, warm flavor.

The other adjustment is to keep the alcohol content as low as possible. The alcohol content of the bottled absinthe were lowered, the louche would occur in the bottle, and it would then fade away within two days.

Green Velvet's clear absinthe is at 48 percent and the green is at 53 percent. If this dilution were done before the absinthe were bottled, it would eliminate many regulatory barriers. It would also destroy one of the most charming aspects of the drink. When water is added to absinthe, it causes the anise, fennel and star anise to come out of solution and form small bubbles. This results in an elegant opaque swirl in the glass, which is called the “louche.” If the alcohol content of the bottled absinthe were lowered, the louche would occur in the bottle, and it would then fade away within two days.

Since absinthe is often mixed with other liquors in a cocktail, it makes sense to keep the alcohol levels low. Green Velvet’s clear absinthe is at 48 percent and the green is at 53 percent. In this new era for absinthe, Green Velvet is betting that a bottle of premium absinthe has a place on the shelf of every well-stocked bar. The company wants to provide an absinthe that is mixed into cocktails not because it is too harsh to be served alone, but because it becomes an essential part of a complex, pleasing new flavor.

The company wants to provide an absinthe that is mixed into cocktails not because it is too harsh to be served alone, but because it becomes an essential part of a complex, pleasing new flavor.
Jet Aviation St. Louis transforms a Harley-Davidson motorcycle into a rolling account of a heroic Soldier’s story

On the stage at the Jet Aviation booth N1932 at the 2013 NBAA convention in Las Vegas, the cover will be pulled off of a Harley-Davidson motorcycle uniquely customized by craftsmen at Jet Aviation St. Louis. Unlike any other customized motorcycle, this one will be a remarkable rolling account of the heroic service of a young soldier from Missouri during five days of fierce fighting on a mountainside in Afghanistan in November 2010.

Former Army Specialist Chad Hembree will for the first time see the motorcycle that a team of volunteers at St. Louis spent hundreds of hours creating to honor him and seven comrades who died in Operation Bulldog Bite. It is the first time that the company has applied its technical aviation specialties—engineering, metal working, painting, upholstery, avionics, mechanics, and electronics—to a motorcycle.

The project—dubbed Operation Hog—was conceived by Chuck Krugh, senior vice president and general manager, and an army veteran, as a way to give back to the Wounded Warriors who have given so much.

The decorated Hembree was chosen through a process at Jet Aviation St. Louis involving Operation Homefront and the Wounded Warrior Project. He told them that riding with the Patriot Guard (veterans who ride their motorcycles as an honor guard at veterans’ funerals) would be an honor for him, especially if St. Louis could meet his request that the motorcycle primarily honor his fallen comrades.

“This effort has been unlike anything I’ve experienced in the aviation industry or anywhere else,” Krugh said. “This team focused on honoring Hembree’s service and the sacrifices of his fellow soldiers. Volunteering more hours and more effort than we could have imagined, the result is something not only unique, but really remarkable by any standard.”

VistaJet, the leading global business aviation company that owns, operates and provides access to the largest privately owned Bombardier business aircraft fleet, has selected Jet Aviation to operate and manage its fleet of 12 Bombardier Global Express aircraft in the U.S. market.

With the addition of all new Global business aircraft under management in the U.S., Jet Aviation gains a unique offering in terms of large cabin ultra-long range jets. Acting as agent for its U.S. Flight Solutions Program customers, VistaJet will arrange flights operated by Jet Aviation within the U.S., keeping empty leg flights to a minimum by guaranteeing an hourly rate for occupied hours only.

The first three VistaJet aircraft will be based at the Jet Aviation Teterboro facility, entering service in March 2014. In addition, the two companies signed an exclusive FBO agreement under which Jet Aviation will provide dedicated handling services at its EMEA & Asian FBOs to VistaJet’s global fleet of aircraft flying in the region.

Jet Aviation to manage VistaJet’s U.S. fleet

Left to right: Thomas Flohr, Founder and Chairman, VistaJet; Kenny Dichter, Founder and CEO of Wheels Up; Don Halsburro, Vice President and General Manager, Jet Aviation Flight Services

First VistaJet Challenger 604 handled at Jet Aviation Geneva FBO. Left to right: Captain Hans-Jürgen Walter; Bernard Rahira, Director FBO, Jet Aviation Geneva; Kerry Armstrong, Flight Attendant; Robert Zach, First Officer

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Jet Aviation Zurich opens newly branded and expanded FBO

Jet Aviation recently relocated its FBO to a new extension building erected adjacent to the existing General Aviation Center in Zurich. Entirely designed with the Jet Aviation branding launched earlier this year in Geneva, the Jet Aviation Zurich FBO now enjoys its own separate entrance, new reception area and customer lounge. To further support the high quality of its handling services, the company also moved the operations center ramp-side. Renovations at the Jet Aviation Zurich FBO are still underway. The company is currently rebranding and expanding its crew lounge to include a snooze room, which will be completed in November 2013.

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Jet Aviation Houston adds tenant hangar

In response to customer demand, Jet Aviation is adding a 15,000 square-foot tenant hangar to accommodate tenant requirements. The newly renovated hangar has been re-painted and reconstructed with a new roof. In addition, the offices and shops have been completely refurbished and rebuilt including restrooms, air conditioning units and sprinklers. The additional space will allow Jet Aviation to offer tenant, shop and hangar spaces for a range of 6-10 corporate aircraft depending on the size.

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Antonow and Super Constellation visit Zurich

The last week in September 2013 was an epic one for the Jet Aviation Zurich FBO, creating quite a sensation for local aviation aficionados. First the company was tasked with fuelling Antonow 225, the world’s largest aircraft in operational service, when it landed at Zurich International Airport for the first time ever on September 24. Then just two days later the FBO’s fuelling team was once again called upon to fuel the “Star of Switzerland,” the world’s only remaining (Breitling) Super Constellation still carrying passengers. Produced in the 1980s, the colossal Antonow stayed just 24 hours in Zurich, receiving 69,600 liters of fuel, while the elegant Breitling airliner was tanked with approximately 13,200 liters of Avgas.

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Berlin expands service offerings at Tegel International Airport

Jet Aviation Berlin has expanded its facility holdings, adding a new customer lounge and crew briefing offices at Tegel International Airport’s General Aviation Center (GAC). Still in its first year of operation, the Berlin FBO was established with a crew and VIP passenger lounge and operations office at Schönefeld International to provide handling services at Schönefeld and Tegel International airports.

As the closest airport to the city’s center serving the business aviation community, the facility expansion was undertaken at Tegel to better meet the needs of customers and crews at both Berlin airports.

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Jet Aviation Berlin FBO Manager, Philipp Walter (right) with Ramp Agent Thorsten Kühne

Jet Aviation Houston FBO Manager, Philipp Walter (right) with Ramp Agent Thorsten Kühne
Basel upgrades its customer lounge

Jet Aviation Basel has completely transformed its maintenance customer lounge into a bright and spacious 160 square-meter sanctuary for its customers. Incorporating the new corporate look and feel, the refurbished lounge now offers a fully equipped meeting room, kitchen, business center, reception area and dedicated customer service coordinator.

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To complement the new amenities, a dedicated Concierge service has also been established to better ensure special customer needs are met seamlessly.

Maintenance shops at Basel boost capabilities with expansion

In ongoing efforts to improve operational efficiency and production capabilities, Jet Aviation Basel has expanded and restuctured its Engine, Wheel and Non-Destructive-Testing (NDT) shops. While all three shops were enlarged and reorganized, the Engine shop was completely upgraded, increased to twice its original size and outfitted with new materials and equipment. It now accommodates a meeting room, separate office space for employees and custom-
ers, a library and large storage rooms. A new in-house water purification system has also been installed to recycle water and hinder soil pollution from the Wheel and NDT activities.

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Hangar construction in Singapore creates a flurry of activity

Jet Aviation Singapore’s 9,380 square-meter hangar expansion project at Seletar Aerospace Park is in full construction mode. Under a design-build contract with Aircraft Support Industries (ASI), which mobilized and commenced site construction on May 8, 2013, all work is proceeding to plan – despite heavy unseasonal rains. The two story annex shell structure and all temporary structures facilitating the project have been erected in place the past few months. Ramp expansion is also well under way, keeping the

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Jet Aviation FBO and maintenance teams busy moving aircraft to accommodate the ever-changing construction site while managing day-to-day maintenance activities. Project completion is slated for early February 2014 and the company looks forward to launching its new hangar facility at the Singapore Air Show.

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Hong Kong gains full standing as Maintenance Service Provider

The Business Aviation Center (BAC) in Hong Kong recently granted full Maintenance Service Provider approval to Jet Aviation Hong Kong, authorizing the company to provide maintenance services to third-party aircraft. Jet Aviation Hong Kong is an Authorized Service Center for Dassault Falcon and an Authorized Factory Warranty Service Center for Gulfstream aircraft.

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Jet Aviation Teterboro hangar and ramp expansion

Jet Aviation Teterboro hangar and ramp expansion

Jet Aviation recently expanded its U.S. managed fleet with the addition of a Gulfstream G650 to its corporate/business jet category.

The Citation X is the first and only Authorized Service Center (ASC) in the U.S. to receive the ASC designation from Embraer. The Citation X on the other hand is a mid-sized aircraft that is suitable for short distance trips and can accommodate seating for up to eight. The aircraft has a range of up to 6,004 km (3,242 nautical miles), which is suitable for trips from Chicago to Seattle, San Juan and Nova Scotia.

Citation X and G650 added to U.S. managed charter fleet

Jet Professionals launches new recruiting system in the U.S.

Jet Professionals recently introduced Bullhorn, a new recruiting system known to deliver the best-of-breed technology solutions for the world’s leading recruitment firms. Bullhorn offers centralized automatic tracking of candidates throughout the entire recruitment process, with the added benefit of integrating sales and recruiting activity. By enabling more efficient management of candidate information, Jet Professionals can now respond to candidates immediately and collaborate with team members to help close jobs faster.

To thumbs up all around, the first Embraer Lineage serviced at Jet Aviation St. Louis rolled out of the narrow-body hangar in late August, recognition of Embraer’s recent designation of Jet Aviation St. Louis as the first and only Authorized Service Center (ASC) in the U.S. The Lineage arrived for a 36-month inspection and performance of applicable service bulletins in July, just weeks after Jet Aviation St. Louis received ASC certification.

Chuck Krugh, senior vice president and general manager at Jet Aviation St. Louis, said the rapid developments with Embraer actually followed lengthy preparations for Jet Aviation St. Louis to add narrow-body jets to its capabilities. That included construction of a narrow-body hangar, training of technicians as Jet Aviation’s sister facility in Basel, and other infrastructure investments.

“This market segment demands fine, detailed craftsmanship and expert mechanical skill,” Krugh said. “Certification as the Lineage ASC and servicing our first Lineage validate Jet Aviation St. Louis’ capabilities to handle the larger airframes in the corporate/business jet category.”

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Jet Professionals plans to implement over the next 12 months.

The Bullhorn recruiting system also offers many other services such as interview stream and online pay request, which Jet Professionals plans to implement over the next 12 months.

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Founded in 1875 by Jules-Louis Audemars and Edward-Auguste Piguet in the Swiss village of Le Brassus, Audemars Piguet is the oldest manufacturer of Haute Horlogerie never to have left the hands of the founding families. Today, its range encompasses complex mechanical watches, Haute Joaillerie creations as well as a line of jewelry. At each stage in its history, the manufacturer has daringly adopted avant-garde techniques in order to place them in the service of traditional craftsmanship: Worldwide, Audemars Piguet currently employs over 1,800 people.

**DeWitt**

Offering over 5000 square-metres of surface spread over three floors, and employing 60 people, the DeWitt Manufacture, located in Meyrin (Geneva), houses all the traditional watchmaking activities, from design right through to production and quality control. M de Witt, the inventor of these watches is the descendant of emperors and kings in Europe, including such illustrious ancestors as the Emperor Napoleon, King Jerome of Westphalia, and King Leopold II of Belgium. DeWitt thus claimed a different type of Haute Horlogerie that in a deliberately bold vision: the creation of a different type of Haute Horlogerie that is noble and authentic, combining age-old expertise and exceptional technical excellence.

**Embraer**

Embraer Executive Jets is the fastest growing executive jet manufacturer in the world delivering nearly one in every five jets in 2010. Embraer offers a wide range of seven revolutionary aircraft designed with luxury, high dispatch reliability and cabin sizes capable of fulfilling virtually any mission need. Our award-winning aircraft portfolio includes the Phenom 300 entry level jet, the Phenom 300 light jet, the Legacy 450 midlight jet, the Legacy 500 midsize jet, the Legacy 650 large jet and the Lineage 1000 ultra large cabin jet.

**Gulfstream**

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-jet aircraft. Gulfstream has produced more than 2,100 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 wide-cabin, high-speed Gulfstream G550®; the new large-cabin, mid-range Gulfstream G280®, the large-cabin, long-range Gulfstream G450®, the large-cabin, ultra-long-range Gulfstream G550® and the ultra-large-cabin, ultra-long-range G650®. Gulfstream also offers aircraft ownership services via Gulfstream Pre-Owned Aircraft Sales®. The company employs more than 13,500 people at 12 major locations.

**UBS**

UBS AG is headquartered in Zurich and with branches in Lausanne and Lugano, specializes in finance leasing, refinancing capital goods and financing and leasing of corporate aircraft. Clients of UBS Leasing include SMEs and group companies, public-sector entities, joint authorities, licensed transport companies and SNWs. UBS AG is one of the leading financing companies in Switzerland, its constant growth is a good indication of the company’s proximity to the market and its competitiveness. www.ubs.com

With the capability to fly 55% farther than its closest sibling, the ultra-long-range G550® gives you the confidence, capability and comfort to complete any mission. Whether your destination lies across the country, across the continent or across the world, the Gulfstream G550 sets The World Standard® for business travel.
British chic, Swiss excellence: Breitling for Bentley combines the best of both worlds. Style and performance. Luxury and accomplishment. Class and audacity. Power and refinement. Perfectly epitomising this exceptional world, the Bentley B06 chronograph houses a Manufacture Breitling calibre, chronometer-certified by the COSC (Swiss Official Chronometer Testing Institute), the highest benchmark in terms of precision and reliability. It is distinguished by its exclusive “30-second chronograph” system enabling extremely precise readings of the measured times. A proud alliance between the grand art of British carmaking and the fine Swiss watchmaking tradition.