



BY TONY VELOCCHI

Bombardier Global 6000

PUTTING AVIATION *to* WORK

Highly successful companies employ a robust operational strategy—essentially a blueprint spelling out how they will translate their strategy into action across the organization, enacting the fundamental changes required to achieve breakthrough results.

As it turns out, the vast majority of such companies also employ business aviation. Those who don't are neglecting an amazingly effective—and proven—business tool that can help them grow their companies.

How exactly does this work? According to FedEx Chairman and CEO Fred Smith, "Business aviation has been an integral part of FedEx's success since the day we were founded. The military calls it a 'force multiplier,' and that's what business aircraft have done for FedEx. They have given us the capability to fight above our weight, and with the enormous global network we have

in place today, they allow people to move around the world in a much more efficient and productive fashion than would have been the case had we not operated with business aircraft."

UNRIVALED VERSATILITY

Quite simply, business aircraft enable companies to be as agile as they need to be—to the point where the very idea of traveling on a commercial airline evokes quaint memories of the 1970s, when business moved at a measured and mostly predictable pace. Today, businesses need the ability to fly key

personnel to any location as efficiently and quickly as possible, often on short notice.

Of all the business jets capable of going practically anywhere at anytime, perhaps the most versatile is the large-cabin, ultra-long-range Bombardier Global 6000—as demonstrated in October by NetJets, one of the leaders in private aviation services worldwide.

A NetJets crew flying a Global 6000 departed from Aspen/Pitkin County Airport in Colorado and flew directly to London City Airport in the U.K., more than eight miles from central London, in a record eight hours. During the 4,168-nm (4,796-mile) journey, they reached a maximum cruise speed of Mach 0.89. They set a second speed record the following day when the crew flew round-trip between London City Airport and Lugano Airport in the Swiss Alps.

Those airports are three of the most difficult in the world, due to a combination of challenging terrain, steep approaches and short runways. Other ultra-long range business jets have the range to connect these airports,



The Global 6000 is Bombardier's third-generation globetrotter, with each iteration more advanced in response to customers' input.



which are ideally located for business travelers, but the Global 6000 is the only aircraft in its class that is certified to fly into London City. The fact that the Global 6000 was able to safely take off and land at these locations is dramatic proof of its versatility.

The Global 6000 is actually Bombardier's third-generation globetrotter, with each iteration more advanced in response to customers' input. For example, it's the only business jet in its class equipped with an auto-brake system, giving it a stopping distance comparable to that of a light jet, and its flexible wing structure provides one of the most comfortable rides in rough air of any business jet.

MAXIMUM COMFORT ALOFT

The Global 6000's generous cabin width can accommodate wider seats than some other long-range jets, enhancing passenger comfort. Moreover, at typical cruise altitudes, cabin pressurization never climbs above about 5,000 ft., which means that passengers experience virtually no high-altitude fatigue, even on missions lasting up to 12 hours.

The aircraft is configured to carry 12 to 16 people, but few operators routinely transport more than seven passengers—the maximum number that can be accommodated in full-flat berths for overnight missions. At cruise altitude, passengers can switch seamlessly between business and pleasure with Bombardier WAVE, the fastest high-speed Internet service in the sky, a feature that's currently exclusive to Bombardier.

MAKE NO COMPROMISES

NetJets has 15 Global 6000s in its fleet, part of a 2011 transaction for 50 new Globals with options for 70 more. As NetJet's Patrick Gallagher, executive vice president for sales and marketing, pointed out: "The Global 6000 aircraft better enables us to offer customers the ultimate in performance and luxury, taking them where they need to go in the most efficient and comfortable manner."



Bombardier Global 6000

NetJets—a Berkshire Hathaway company—pioneered the concept of fractional ownership. It also was the world's first on-demand private jet charter and management company, dating back to 1964. Today, NetJets operates the largest and most diverse jet fleet in the world, and manages more than 300,000 flights annually to more than 170 countries.

NetJets is currently in the midst of a \$17.6 billion fleet-renewal program, which started with the Global 6000. All of these new "Signature Series" aircraft are customized to NetJets' specifications from

design through production. Taking its cue from customer expectations, NetJets has upgraded both cockpit and cabin technologies, as well as advanced in-flight entertainment systems.

UNPARALLED FLEXIBILITY, GUARANTEED AVAILABILITY

The strategies for accessing business aviation—or making more extensive use of it—range from outright ownership, fractional ownership and leasing, to more on-demand services like charter operations. The beauty of fractional ownership is that it brings



"The Global 6000 aircraft better enables us to offer customers the ultimate in performance and luxury, taking them where they need to go in the most efficient and comfortable manner."

PATRICK GALLAGHER

Executive Vice President for Sales and Marketing, NetJets



Embraer Legacy 450

enormous flexibility to companies with varying aviation needs. When a business or individual purchases a NetJets share, they acquire an undivided interest in a specific serial-numbered aircraft—ideal for those who fly 50 hours or more a year and prefer the benefits of owning the asset.

There are more than 3,900 NetJets owners worldwide. Owning a fraction of a NetJets aircraft means having guaranteed access to an aircraft with as little as four to six hours' notice, depending on the share size and aircraft type purchased. Moreover, NetJets customers have the opportunity to exchange their share for another aircraft type in the NetJets U.S. fleet that may better satisfy a specific mission. They also can take advantage of the inter-program exchange with NetJets Europe for flights in that region.

Whatever a company's business transportation requirements, the services that NetJets brings to private aviation means that it probably has the solution. NetJets' ability to perform special missions that other private aviation companies cannot—as in the case of its Signature Series Global aircraft that is singularly qualified to operate in and out of a key London airport—makes that point.

There is no lack of innovation across business aviation, but Embraer has had a distinctly profound market impact. Its culture of innovation has led the company to bring to market a cavalcade of new models that meet or exceed customer expectations. In every case, there is a consistent theme of offering more airplane for the money compared to competitors.

For example, the Phenom 100 and 300 entered service in 2008 and 2009, respectively, and now command about 57% of the market—a dramatic testament to how popular they are among operators. The Phenom 300's most valued attributes, according to the people who use them, include its top speed

of 450 knots, high-altitude performance and the fact that its operational cost is roughly 20% lower than that of other business jets in its class.

Another example is Embraer's new mid-light Legacy 450, which set new standards in its class for passenger comfort, cruise speed and systems technology. Other than its sister, the Legacy 500, it is the only business aircraft priced under \$50 million to boast fly-by-wire flight controls. The digital system reduces pilot workload and provides passengers a smoother ride by dampening out minor bumps, wind gusts and wind shears.

EXTENDED RANGE

Embraer plans to extend the range of the Legacy 450 to 2,900 nm (3,337 miles), an increase of 325 nm (374 miles) over the range of the recently certified aircraft. This will enable nonstop flights from San Francisco to Hawaii and New York to Los Angeles. Not to

its optimum blend of speed, range and cabin comfort in relation to its acquisition and operating costs. The 650 is the only business jet priced under \$41 million with transatlantic range, three seating zones and an optional forward-crew lavatory.

While continuous technology innovation is an Embraer hallmark, the company is no less committed to supporting its products, with some of the best customer service available in business aviation.

GLOBAL PRODUCT SUPPORT

To keep a fleet that's rapidly approaching 1,000 aircraft worldwide flying, Embraer operates a network of 65 authorized service centers—26 of them in the U.S.—and six company-owned facilities, half of them in the U.S. The company also operates spare parts hubs in Brazil, the U.S., Brussels, China, Singapore and Dubai, and six regional parts storage facilities, all supported by 42 field representatives worldwide.



To keep a fleet that's rapidly approaching 1,000 aircraft worldwide flying, Embraer operates a network of 65 authorized service centers—26 of them in the U.S.—and six company-owned facilities, half of them in the U.S.

be outdone, the Legacy 500 recently set two new world speed records in its class, reaffirming its suitability for transoceanic missions as well as coast-to-coast flights.

Even at the upper end of Embraer's product portfolio, where the large-cabin Legacy 650 resides, the innovation story is much the same: a lot of airplane for the money, thanks

Convenience and customer-oriented innovation will continue to be primary drivers of business aviation, which is projected to grow by about 3% a year for the next ten years. But it is the ability to save time—managers' most valuable commodity—that will always make business aviation an essential business tool.