



*Air Show
Special*



ROYAL JET
YOUR NEWS

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Well, it's all over bar the shouting. Our feet have started to recover, the general levels of adrenalin have subsided and it's back to "normality" once more.

For Royal Jet, the Dubai Air Show was a tremendous success. We've amassed a vast number of sales leads, which Christophe and his team will be working through in the coming weeks; we've enhanced our reputation in the industry and amongst our many friends and competitors.

We got excellent coverage in the media – local, regional and international. We had a steady stream of VIPs visiting us and the name of Royal Jet was heard mentioned all over the show.

It would be easy to say that the real work starts from here on in, but that's not to underplay the terrific amount of hard work and dedication from each and every one of you to make the show such a rip-roaring success.

In the coming pages you will read about the news that we were giving out to the world; but you'll also be able to catch up on many of the memorable moments throughout the week.

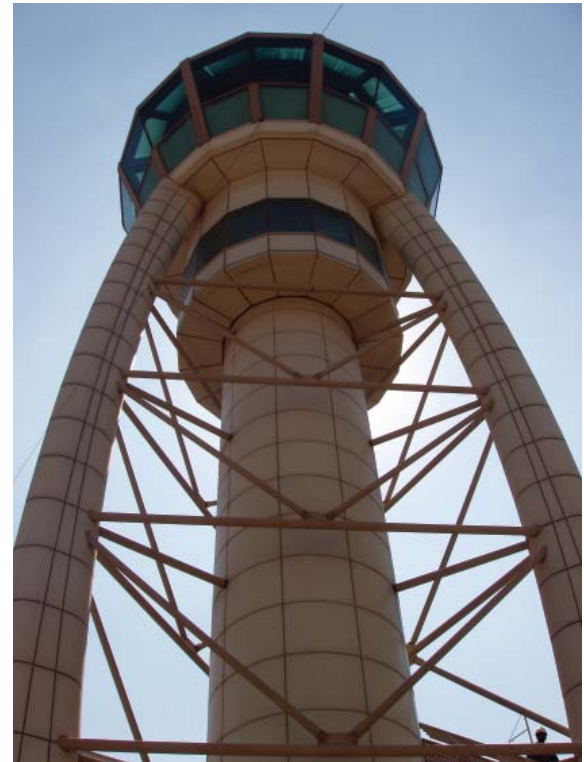
I know that many of you were unable to enjoy the spectacle of the air display teams as you really had your work cut out for you.

At the end of the day, the success was down to you all. And so for my part, may I express my gratitude to each and every one of you. You have my tremendous respect.

Well done ... and here's to the next show!

Shane O'Hare





The Build Was Finally Complete ...

It took three weeks to complete, but at the end of the day everyone agreed that they had done a fantastic job.

Ross Brown and Alex McLean from Etihad Airways worked tirelessly to ensure that what started out as a dirty shell ended up as a gleaming, welcoming chalet at which Royal Jet could welcome its clients.

The Air Traffic Control tower also got a makeover, being dressed from top to bottom with huge Royal Jet banners.

Miccraft got the stand in Hall C finished with minutes to go before the show opened.

And pride of place — the jets themselves (a BBJ, Gulfstream 300 and Learjets 35 and 55) were flown in and towed to their positions two days before the show.

Was it deliberate? Could it have been improved upon?

As far as the Royal Jet team are concerned it couldn't have been planned better.

As their guests relaxed on the upper deck of the chalet, BBJ-RJZ made a perfect fly-past at DXB, touching down in front of them.

It was actually on a mission to Cairo, but no-one needed to know that.

Perhaps the only thing missing was a victory roll, but then that might have been overdoing it, wouldn't it?

We're The Best — And It's Official!

The venue: Creek Ballroom in the Park Hyatt Hotel in Dubai.

The event: Aviation Business Awards 2007

Attending: a handful of Royal Jet per-

sonnel who were there to burst

into rapturous applause

when it was an-

nounced that

Royal Jet

had

picked

up the

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Jet Pro-

vider of the

Year.

Shane O'Hare

went up to collect the

award as the assembled gath-

ering was told that Royal Jet had been the

other hopefuls because of its reliability, fine aircraft

interiors and – not least – for its very high levels of

service.

"Of course, we all know that we're the best business jet provider in the Middle East," said a smiling Shane,

as he clutched the glass trophy. "But it's

highly gratifying all the same

to have this publicly

recognised by

our peers

within

the in-

dus-

try.

And

at

the

end of

the day, its

all down to the

hard work and dedi-

cation of all our people

who know that customer service is

our number one priority and what makes us stand out

from the competition."



*Shane O'Hare
receives the award
from Vito Gomez, MD
of ASM Ltd.*



Chasing the Sales Leads — It's All About Show Business

It's been a fantastic week, according to Christophe Gibert, Royal Jet's new Director of Sales. "I have personally met between 200 and 300 people, and the next week is going to be a very busy one for the sales team."

Together with Amy, Claudia, Desirée, Eptisam, Isabelle, Faisal, Abdellelah and Abdullah, Christophe has been meeting a steady stream of both regulars and potential clients.

"My team have individual areas of responsibility — Amy covers Dubai, brokers and the UK, Claudia is Abu Dhabi, corporates and Europe, and so on. But at this show we have all been available for anyone and everyone, collecting mountains of business cards, and the sorting into business areas starts in earnest next week," says Christophe.

He's lucky. Once he has seen a client's business card, he tends to remember a face to go with it. Which is just as well, since because this has been his first air show working for Royal Jet, he has been



introduced to almost everyone who walks through the door of the chalet.

Disaster struck both Christophe and Amy, though, when they both had their mobile phones purloined, meaning they had to stay in constant contact with the chalet in case they were needed.

But Christophe is in no doubt about the importance of the show. "The world of the private jet operators is very small. Everyone knows one another, including the brokers, and as we're the largest operator in the region everyone expects to see us here. We're the king of the pack here in the UAE and we feel we 'own' the show. Many of our customers come specifically to hear about our new product and service offerings and it's also a strong chance for us to enhance our database of sales leads and maintain client relationships.

"And at the end of the day, it's all about being in the spotlight. Everything is about show business!"



Five-Fold Expansion Plan Revealed

Royal Jet announced at the show its five-year expansion plan aimed at achieving a five-fold increase in its turnover by 2012.

The news was released at the same time as details of a specially-commissioned 'state-of-the-industry' report, which credits the Middle East business aviation sector with achieving a compound annual growth rate (CAGR) of 40%, in terms of aircraft movements and fleet growth. Furthermore, the value of the region's charter market has achieved 23% annual growth over the past two years.



The report – which was compiled by an international firm of strategic consultants and collated from intensive research and data supplied by operators, airports and airframe suppliers – is the first qualified analysis of the Middle Eastern business aviation market to be produced. It highlights the double-digit CAGR in regional aircraft movements at Abu Dhabi with 46% and Dubai at 38%, recorded between 2003 and 2007.



"The future is looking extremely good," Shane O'Hare told journalists at the specially called press conference. "Royal Jet's five-year plan is a highly pro-active response to the wealth of opportunities available. With growth in the Emirates achieving CAGRs which outpace even the surging markets of Asia, Royal Jet has an exceptional opportunity for significant business advancement.



The report estimates the Middle East charter market is currently worth US \$500 million a year, with business mainly emanating from Saudi Arabia, which accounts for the lion's share of the market, together with the United Arab Emirates, with a market valued at around US \$176 million.

The report also confirmed Royal Jet as the Middle East's largest charter supplier with a 16% market share.

"Over 50 per cent of our business is currently emanating from the GCC but given the roadmaps pinpointed by this research, our five-year plan is looking further towards the horizon," explained Shane, adding that the five-year plan also envisages a fleet of more than 20 aircraft, most of which will centre on large-to-mid-range capacity airliners.

"We will also be focusing heavily on our aircraft management service, which recently gained a significant boost with the recent deal to operate a luxury, long-range Gulfstream GIVSP on behalf of a GCC national owner," Shane told the media.

"Further negotiations are currently under way with other individual owners. We intend to devote serious effort and resources to ensuring Royal Jet becomes the preferred operator for private owners."



Spare A Thought For Those Poor Feet!

With the huge amount of interest in Royal Jet from visitors to the show, there weren't many staff who had much time to enjoy some of the spectacle of the event.

Kellie Jones, as did all the flight crew, spent most of her five days on board the BBJ and Gulfstream, ready to greet visitors to the planes and to answer their every enquiry.

"We were asked the same questions over and over again," she says. "Some were technical, many were about our service and what we had to offer; some wanted to know why there were no showers on board (but we were able to reassure them that these are shortly to be installed {see page 7}) whilst some, I'm afraid, begged an answer. One person even asked what was the difference between the BBJ and the Gulfstream. [Hint: perhaps it has something to do with the size?]"

Senior First Officer Peter Barrett said he had been asked how high the Gulfstream 300 was able to fly. "Up to 45,000," was his response. "Kilometres?" came the reply!

Anastasia Kukhtina said that for a lot of the time it was like sitting in a museum, "with us being the items on display! But we have talked a lot, and met many interesting people amongst the visitors."

Serap Omari said she felt the week had been a good experience. "There have been so many nice people coming on board, and I've also learned a lot about the technical specs of the aircraft and about what other people in Royal Jet get up to as well...." at which point she hurried over to explain to an Emirati visitor that the Gulfstream was a great way to take the family for a short break for a few days to Bahrain.

Kellie said she was amazed at how anything that "was not bolted down started to walk. Even the magazines started disappearing from the racks, and I've lost count how many times I have had to fill up the nuts and chocolates and apricots.

"Some people even sit down and wait to be served drinks; whilst some even ask if they can use the bathroom – but we have obviously discouraged that."

Many of the guests want their pictures taken on board. "I'm turning into quite the professional photographer," says Kellie, who says she has even caught some of the visitors posing in the bedroom!

All the flight attendants nursed sore feet by the end of each day, as did many working on the stand and in the chalet. "You try walking about on high heels all day, and you'll see what I mean," said Sarab, who enjoys nothing more than a good massage to take away the pain once she is back home.

Kellie admits to having a long hot shower once she is off duty and then putting her feet up; whilst Anastasia has the perfect antidote to sore feet – "first I have a long hot shower, and then apply loads of camphor gel to my feet and calves. Magic!"



A subtle change to the Royal Jet flight attendants' uniform was introduced in time for the Air Show in the form of a new neck scarf.

Replacing the standard issue plain blue scarf, this new one, sourced from Claire Barratt of Paris, is made of French silk and is ivory in colour with hints of blue.

All the girls like it. "It's more comfortable than the old one," says Kellie Jones, while Anastasia Kukhtina concurs, saying that it also helps to brighten up the uniform and reflect more light onto the face.

The new scarf will become standard issue for all flight attendants in the next few days.



The Dubai Airshow was the perfect venue for announcing that Royal Jet is in the process of refurbishing its fleet of five Boeing Business Jets.

Under the plan, not only will the configuration layouts be completely overhauled and upgraded, but also the colour schemes and quality of the furnishings.

The configurations of the main lounge areas will be enhanced with fewer, but wider, seats laid out, in the main, along the sides of the cabin with more table space; whilst the principle seats can not only revolve, but also recline to a 180o position (as opposed to about 150o as found on many first-class commercial jets).

Three of the five BBJs which have bedrooms on board will be upgraded with the installation of luxury showers in the adjoining bathrooms; and subtle floor lighting has been added around the base of the wash areas to give a more luxurious feel.

Since requirements vary from client to client, each of the five BBJs will have a different configuration. For some, privacy is of paramount concern, whilst others might wish to hold board meetings, or enjoy formal dining facilities. So the plan is to offer different layouts to cater for all needs.

Colour schemes and furnishings are also being changed and are currently under evaluation. As Royal Jet's clients are drawn from all corners of the world – not just the Middle East - the furnishings need to complement customer expectations rather than to clash between one culture and another. So this has been taken into consideration and the schemes are non-culture specific. This means that irrespective of

Major Refurbishment Planned For Our BBJs

whether a client is Arabic, American, Chinese, Russian, or whatever, the interiors will be designed to make him feel comfortable with the on-board surroundings in which he finds himself.

Another important element of the BBJ upgrades is a completely new entertainment and communications system. Live satellite TV feeds will be made available; high speed internet access via satellite will be on tap; the latest in GSM mobile phone technology will allow customers to use their own mobile phones in roaming mode, giving them greater privacy than has ever been available before; a high-end entertainment system will provide DVD-quality movies and computer games; and onboard cameras will allow customers to monitor the outside of the aircraft as well as give "airshow" views of the captain's eye vista and the ground below.

Nizar Jazzar, VP of Aircraft Maintenance, Engineering and FBO explained that the upgrades will be part of an on-going rolling programme by which each BBJ will be upgraded one after another. "We are currently finalising the technical specifications and would expect work to commence in the first quarter of 2008," he said.

"To that end we are currently talking with aircraft design companies and vendors of VIP-specific interior products.

Shane O'Hare summed up the upgrade programme: "We are recognised by our peers as being the best private aviation provider in the Middle East, but we don't let a reputation like that give us a reason to sit back on our laurels. We are always striving to better the very best on offer, and I am confident that these BBJ upgrades – which will be elegant in the extreme and provide every comfort imaginable – will play an important element in our future success."



That Was The Week That Was ...



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Meet The Chef Who Is Cooking Up A Real Treat For Royal Jet

Of all the temporary “residents” of Royal Jet’s chalet, no one can have missed the imposing figure of Thomas Uiherr, the airline’s new chief chef and one of the company’s most recent recruits.

Thomas hails from Germany, but his international experience includes time spent in countries as far afield as Switzerland, Bermuda and Abu Dhabi. He spent a year working with top Swiss chef Anton Mosimann in London’s Dorchester Hotel and has also worked in five different Le Meridien hotels (including the one in Abu Dhabi).

For nine years, he was Executive Sous-Chef with Abu Dhabi Airport Catering, where he was responsible for putting together the menus for 37 international airlines and 34 airport outlets. By the time he left, his kitchens were churning out over 24,000 meals a day – quite a jump from the 7,000 it was preparing when he first joined them.

And to cope with such large numbers, Thomas worked to improve the preparation processes – which sometimes involved making dramatic changes.

“For instance,” he recalls, “one of the most popular dishes we prepared was stuffed vine leaves. We would take four vine leaves, stuff them, roll them, arrange them in a pot, add juices and stock, cover them and cook for one and three quarter hours. They would then have to be sorted before they could be served.

“I designed a process which involved having a modified tray which held exactly 1.3kg of stuffed vine leaves. We would then add precisely 700gm of the juice and stock and seal it all in a vacuum pack before being steam-cooked. They were all a standard size and the process saved on cooking time and wastage, and the

shelf life was extended by 20 days.”

Having only joined Royal Jet in the past month, Thomas explains that it is too early to say what he has planned for Royal Jet’s cuisine. “I am currently in the process of evaluating the menus and looking at ways to make the whole cooking process more efficient.

The flight crews will also need training on the best ways of presenting the food to the customers. I’m greatly looking forward to the challenges ahead.”

For the duration of the show, with the many visitors attending the chalet, Thomas’s work has been cut out for him.

“Although we have bought in the food from the airport catering company, we have taken on the responsibility of how it is presented and served. Every day we have had a different menu selection with five separate sittings – starting with breakfast, then pre-lunch, lunch, afternoon tea and finally a cigar bar.

We have typically been serving 50 breakfasts every day, 40 pre-lunches, 140 lunches, and 50 for the evening bar session.”

Eight fine cigars have been on offer in the evening, accompanied by brandy and whisky, and a good selection of wines.

Thomas recalls that one chalet visitor appeared desperate to impress with his sophistication. When Thomas offered to cut his cigar for him, the visitor said he would do it himself. “I had to keep my composure under control,” says Thomas. “Not only did he cut the wrong end of the cigar, but he then compounded his mistake by lighting the wrong end too!”





Smiles and Refreshments from the Chalet Staff

Amongst the many unsung heroes attending the five day show, everyone had a good word for Glenn Rees and his service staff. Given the high level of attention given, the ready smiles and the nothing-is-too-much-trouble attitude, some may not have realised that they were second year students shipped in to Dubai to help Emirates Catering service every chalet and food hall during the exhibition.

Glenn is the Director of Learning at Manchester's Blakewater College, and his students are learning the ropes of the entertainment and hospitality industry, in which they are trained in health, safety and customer relationships, and the many aspects of developing the right image for a VIP level of service.

He is a specialist in community youth work, supporting young people – who often come from disadvantaged homes – to find a new start in life. The nine students have been staying in Sharjah with 170 others, having to get up at 5am in order to be bussed in to the airport in time for everything to be ready for the first service.

Glenn has wide experience of working with disadvantaged youngsters. Not only was he a police officer in Yorkshire and New York, working on youth offending programmes, but he also spent time in Harlem and Manhattan and is passionate about the importance of giving young people a chance to better themselves, whatever their background.

But of the show itself, he has to admit that he's never had so much fun, nor has he laughed so much. "Royal Jet is full of very differing characters – some are inspi-

rational, some relaxed, some are structured. It's been very interesting for my students to see the way that everyone pulls together, though. You're adaptable and whatever the situation, there is always someone who steps in and takes charge. You have a team that positively works together."

The students were also able to experience first hand the effect that food had on the Royal Jet staff. "It was a big issue for some people. And the students learned that there is no 'standard' way of doing anything. Take Shane, for instance. He's a strong espresso man. We experimented with designing the perfect cup of coffee for him, tweaking the strength until we got it just right. Others such as Sarah were much easier. Get a diet pepsi inside her as soon as possible in the morning and she's happy!"

Something that perhaps was not so predictable, according to Glenn, was the amount of 'eye candy' among the ranks of the Royal Jet staff. "I'm not just referring to the 'blue swans' who were the subject of many an admiring glance from my male students," he says; "but for instance, on the first day Mansour turned up in his tee-shirt and jeans and got many an admiring glance from the girls. When he then appeared in his traditional costume for the main part of the air show, you could feel the hormone levels increase as girls from the other chalets came round to check him out!"

"Royal Jet, it would appear, not only gives out a strong vibrant image of professionalism and service, but it also has a sexy image with the younger generation."



Working Up A Royal Sweat



You'd never guess from some of the comments heard during the show that we were close to winter in the Emirates. With temperatures in the mid 30s one almost felt sorry for those who had to go to and fro between the chalet and the stand in the central hall.

So spare a thought for our 'Men in Black' - the security guys who had to stand outside the aircraft for long periods of the day with only a bottle of water to keep them company.

Mind you, they certainly looked the part dressed in



black and wearing fancy shades. And Kenyan Hamza Khabwari swore blind that he loves the sun.

Royal Jet Security Manager Ahmed Abdellatif proudly proclaimed "We had more than 600 visitors every day and no security incidents were reported."

But by the end of day five they were probably as happy to see the end of the show as were many on the stand and in the chalet. With a smile and a final drop of sweat they were finally able to close the aircrafts' doors for the last time.



Shhh. Don't tell anyone, but could it be that Jean Smith rather fancies herself as a thespian?