



DEUTSCHE AIRCRAFT

D328eco®

The Turboprop (R)evolution

The right solution to replace aging
fleets and expand to new markets.



#JoinTheRevolution



deutscheaircraft.com

follow us on





DEUTSCHE AIRCRAFT

D328eco®

The Turboprop (R)evolution

The right solution to replace aging
fleets and expand to new markets.



#JoinTheRevolution



deutscheaircraft.com

follow us on



LOW-COST &

REGIONAL

Bringing the industry together

aviationbusinessnews.com

VOLUME 28 • ISSUE 01 • JANUARY/FEBRUARY 2026

Airline Business



CRYSTAL BALL THINKING

How predictive maintenance
is transforming airline operations

P.32

AVIONICS

Modern systems for the next
generation of regional aircraft

P.18

REGIONAL AIRPORTS

Can the UK's facilities survive
without subsidies?

P.26

PRESIDENT'S MEN

High-level discussions at the
AAPA Assembly

P.40

Simplifying Payments in Complex Industries

***Optimize your global payment strategy
with an experienced AFP partner***



The World's Trusted Payment Platform

UATP.COM



RISE OF THE LARGE TURBOPROP

There's a demand for hundreds, if not thousands, more regional aircraft as demand for domestic air travel serving remote communities is soaring according to a new study.

Okay, the report was written by ATR, who I can safely say have a bit of skin in the game, and was mainly addressing projected growth in the domestic market across the Indian subcontinent.

However, the point is valid. People in developing countries don't want to travel overground for days on rattly old trains, or drive on patchy roads when those in the West have for many years treated air travel almost as a citizen's right.

I'm not sure that the model these emerging markets will follow will be the same as mature regions though. I can't see the traditional high-fare, short-hop airline (of which hundreds already exist across Africa, India and Asia) expanding much more than it already has.

The modern reality of airline economics is that any route operating aircraft under 70 seats without a high load factor is unlikely to be profitable, unless it is subsidised.

Instead, it is likely that operators will be drawn to the low-cost model, already popular with operators

THE WEST TREATS AIR TRAVEL ALMOST AS A CITIZEN'S RIGHT

such as flyadeal, Jambojet, IndiGo and others. I do wonder if the maths add up using narrow body jets for short haul of an hour or less, and the woes of various US domestic airlines seem to back this up.

Perhaps in the future we might see a new generation of turboprop in the 100-150 seat class. If airlines can sell the seats, this would be an ideal way to get people to near-ish, but largely inaccessible areas cheaply and efficiently. I long for the day when there is more competition in this category.

Greg Whitaker

Greg Whitaker

Editor

greg.whitaker@aviationbusinessnews.com

aviationbusinessnews.com

FOLLOW ON SOCIAL MEDIA FOR MORE:

 @avbusinessnews

 Aviation Business News



CAMO teams don't lack data. They lack trust in it.

Airworthiness decisions still depend on manual work...
not because systems fail — because data continuity breaks

EXSYN is the aviation **data continuity layer** — built for **CAMO** teams
We build clean, connected, and trusted aircraft data

One App at a time.



OEM
Library



Airworthiness
Reviews & Checks



Phase-
In/Out



Reliability

Why data continuity matters



No more Data Silos.
One trusted source of aircraft data across systems.



No Delayed Insights
Decisions based on today's data, not yesterday's exports.



No more Manual Validation
Built-in validation that supports human oversight and reduces risk.



Discover EXSYN
Apps In Action

www.exsyn.com

Contents

VOLUME 28 • ISSUE 01 • FEBRUARY/MARCH 2026

LOW-COST & REGIONAL Airline Business

Editor

Greg Whitaker

greg.whitaker@aviationbusinessnews.com

Contributors

Mario Pierobon,
Michael Doran, Stan Abbott

Art Director

Phil Couzens

Graphic Designer

Alan Bingle

Sub Editor

Heather Ford

Production Manager

Barnaby Moore

barnaby.moore@aviationbusinessnews.com

Publisher

Toby Walton

toby.walton@aviationbusinessnews.com

Group Commercial Manager

David Hirsh

david.hirsh@aviationbusinessnews.com

Business Development Manager

Robert Gouge

robert.gouge@aviationbusinessnews.com

Chief Commercial Officer

Lee Hayhurst

lee.hayhurst@aviationbusinessnews.com

CEO

Chris Pitchford

For subscriptions & enquiries:

Barnaby Moore

barnaby.moore@aviationbusinessnews.com

All enquiries

+44 (0) 20 8444 2554

Printed in the United Kingdom by Micropress.

Reproduction is not permitted without the express written consent of the editor. All efforts are made to ensure that factual accuracy is correct at time of publication.

All rights reserved. No part of this publication may be reproduced, duplicated, stored in any retrieval system or transmitted in any form by any means without prior written permission of the publishers.

PUBLISHED BY

Real.
RESPONSE MEDIA

Unit 4, Cally Yard, 445 Caledonian
Road, London N7 9BG



18

6 Business Briefing

A round-up of stories from around the regional airline business

10 Site Visit

We take a trip to Peterborough to look around the Gen Phoenix facility

14 Industry Voices

Irish D. Torres from Safran Navigation & Timing on accelerometers

17 Industry Voices

Christophe Peymirat from Uber for Business talks taxi receipts

18 Avionics

Mario Pierobon casts an eye over the latest cockpit technology

22 Training

A chat with CAE about the latest simulator technology

26 Regional Airports

Stan Abbott asks if regional airports can compete with major hubs



32

32 Predictive Maintenance

Technology can help track when and what needs replacement

39 Registries

Private Aircraft are often registered in San Marino, but what's the reason?

44 Financing

Michael Doran assesses changes in the regional aircraft leasing market

50 Green Sky

Sustainable production at scale



44

COVER
FEATURE

Business Briefing.

NEWS FROM ACROSS THE INDUSTRY



LOW-COST CARRIERS

Wizz quashes US rumours

Wizz Air has confirmed that it won't offer scheduled services to the US.

The action comes following speculation in some news outlets that the carrier was planning to open some routes. The stories seem to have stemmed from an application made by Wizz Air to operate charter flights to the US, presumably using its new A321XLR aircraft.

However, the airline has made clear that these flights are simply charter operations for the upcoming FIFA World Cup 2026 in the summer.

On an earnings call held on January 29, CFO Ian Mullings confirmed that the airline had "no plans" to open a

scheduled service across the Atlantic. This is backed up by comments made by CEO József Váradi to ABN in 2024 where he explained that trying to compete with legacy carriers on Europe-US routes would likely result in being "buried in the North Atlantic" as competition is already fierce.

"We just don't think we have a proposition for the current market set-up," Váradi said at the time.

“We just don't think we have a proposition for the current market set-up



LOW-COST CARRIERS

Ryanair signs services deal with CFM

> European LCC Ryanair and CFM International have signed a Memorandum of Understanding (MoU) covering a multi-year, multi-billion-dollar engine material services agreement that will underpin Ryanair's long-term engine maintenance strategy and planned entry into in-house engine MRO.

Under the agreement, CFM will support Ryanair's engine maintenance programme as the airline prepares to open two dedicated engine MRO shops from 2029, designed to support a fleet approaching 2,000 Boeing 737 engines.

The multi-year contract commits Ryanair to purchasing all engine spare parts directly from CFM, a 50/50 joint venture between Safran Aircraft Engines and GE Aerospace.

The agreement will support Ryanair's expansion to 800 B737 family aircraft, powered by more than 2,000 CFM engines.

Coverage under the contract includes both existing and future CFM56-7B and LEAP-1B engines fitted across Ryanair's B737 NG and MAX fleets.



LOW-COST CARRIERS

Qantas plans exit from Jetstar Japan as JAL investors prepare takeover

Qantas and Japan Airlines (JAL) have announced a plan to transition Jetstar Japan to a new Japanese capital-led ownership structure as Qantas intends to divest its full shareholding in the LCC.

This structure would consist of investment from JAL and the Development Bank of Japan Inc. Private finance company Tokyo Century will retain its shareholding in the business.

If approved, Qantas will divest its minority (33.32%) shareholding in Jetstar Japan, with the agreement expected to be reached in July 2026.

There will be no change to the current shareholding or governance structure of Jetstar Japan until an agreement is signed and the transaction is complete.

The transaction will allow the Qantas Group to focus capital investment into its domestic and international operations.

There is no impact to any Qantas or Jetstar international services between Australia and Japan and no impact on codeshare arrangements with JAL.

Qantas will update the market once an agreement has been reached.



BRIEFS

➤ Anastasija Visnakova (pictured) has been promoted to chief commercial officer at Deutsche Aircraft. She had previously been VP for sales and marketing at the company.

➤ Spain-based LCC Volotea has introduced predictive spare parts planning capability by introducing a platform developed by EXSYN Aviation.

➤ Goa-headquartered regional airline FLY91 has leased a brace of ATR-72-600 aircraft from lessor TrueNoord.

➤ Southwest has implemented an assigned seating policy, putting it in line with the rest of the industry as the airline modernises.

➤ Qantas is performing a major refresh of its network of domestic passenger lounges served by its regional subsidiary Qantaslink.

➤ LCC flynas has signed a deal in Syria to establish a subsidiary to be known as flynas Syria. The project will be a joint venture between flynas and the Syrian aviation authority.

➤ Regional aircraft lessor Azorra has delivered a third Embraer E195-E1 to Air Serbia. It has also sold off a pair of A330-300 widebody aircraft to Xiamen Airlease.

CONTRACTS

IndiGo agrees IFE content deal with West Entertainment

India's largest LCC IndiGo has struck a deal with West Entertainment to supply an IFE suite and related services for the airline's A321XLR fleet.

Under the five-year agreement, West Entertainment, together with partners Shemaroo Contentino and Images in Motion, will deliver a catalogue of on-demand content.

Vinay Malhotra, head of global sales, IndiGo, said, "As we commence long-haul operations on our new

A321XLR aircraft, we are excited to offer a wide range of engaging inflight entertainment. This high-quality content is in strategic partnership and collaboration with West Entertainment and can be directly accessed by passengers on their personal devices."

"We are incredibly honoured to be chosen by IndiGo to introduce inflight entertainment across their brand-new A321XLR fleet," said Rick Warren, CEO of West Entertainment.

[IN NUMBERS]

160

Private charter operator Vista orders 40 Bombardier Challenger 3500 jets, with 120 additional options

91

Aircraft delivered by Embraer in Q4 2025. This represents an improvement both quarterly and YoY

420

ATR has identified hundreds of new routes that could be served by turboprops in India



LEGISLATION

Trump threatens to 'decertify' Canadian-built aircraft

In a post on his Truth Social app, Donald Trump has waded into a row over the certification of Gulfstream aircraft in Canada.

Canada hasn't yet certified the Gulfstream G500, G600, G700 and G800 business jets, despite the FAA and the EASA having done so in April last year.

The apparent heel-dragging by the Canadian authorities lead Trump to post: "We are decertifying [the] Bombardier Global Express and all other Canadian

made aircraft until Gulfstream, a great American company, is fully certified."

He added that a 50% tariff would be imposed on any aircraft sold into America from Canada if the situation "is not immediately corrected".

While tariffs are in the president's domain, aircraft cannot be easily decertified for any reason other than a safety concern. Furthermore, Canadian-built aircraft make up much more than the Global Express singled out by Trump.

ENGINES & MRO

Pem-air expands LEAP 1A, 1B engine support

Brooksville-based Pem-Air is to expand its engine maintenance capabilities, adding support for the CFM International LEAP engine family through the General Support License Agreement (GSLA) for Overhaul of the LEAP 1A, 1B and 1C engines.

Pem-Air Turbine Engine Services will now offer maintenance, repair, overhaul (MRO) and field support services for the LEAP 1A and LEAP 1B engines powering the latest generation of single-aisle aircraft.

Virgil D. Pizer, CEO of Pem-Air, said: "We are committed to supporting both long-standing and new operators of the LEAP engine family. Adding these capabilities positions us to continue delivering customer-first service as fleets evolve."

“We are committed to support long-standing and new operators of the LEAP engine family

REGIONAL AIRCRAFT

AirBorneo places firm order for eight ATR aircraft

AirBorneo and ATR have announced a firm order for eight ATR aircraft. The agreement comprises five ATR 72-600s and three ATR 42-600s, with purchase rights for four additional aircraft. Deliveries are scheduled between 2027 and 2029.

The order supports AirBorneo's long-term fleet renewal strategy following the acquisition of MASwings by the Sarawak

government in 2025 and its subsequent rebranding as AirBorneo. It currently operates eight ATR 72-500 aircraft inherited from MASwings. The new-generation ATR -600 series will form the backbone of a more efficient and more resilient operation for East Malaysia.

"Our new ATR -600 fleet will significantly strengthen the rural network," said Megat Ardian, AirBorneo CEO.





Your Aviation Partner for Sustainable and Profitable Aircraft Lifecycle Solutions



Maximize value. Reduce waste. Drive efficiency.



At Aeroneo Group, we deliver comprehensive aircraft end-of-life and asset recovery solutions — engineered for today's global aviation market. From teardown and parts redistribution to technical support and airworthiness compliance, we empower you with sustainable, cost-effective aerospace solutions so you can stay focused on growth and innovation.

sales@aeroneotech.org

www.aeroneotech.org



1



2

SEATING A NEW GENERATION

Gen Phoenix turns industrial waste into lightweight seating material. We take a look at how it is produced

Even if you haven't heard of Gen Phoenix before, you have possibly worn and very likely sat on the firm's product without realising that it isn't traditionally worked leather.

Put simply, ELeather, as it is known, is made from waste from the leather-making industry and the resulting product is (at least to our untrained eyes) indistinguishable from tannery-produced material.

So how is it made? To find out more, I headed to the firm's headquarters and production facility in Peterborough.

On arrival, I note several interesting objects around the reception area. Apart from a three-seater aircraft

bench, there is also a modern car seat with perforations in the material for heating and cooling, as well as a women's handbag from the designer brand Coach as well as a Dr. Martens boot.

The reason for this soon becomes clear. Although material for aviation seating is the mainstay of Gen Phoenix's production, with Wizz Air, Aeromexico, American airlines and Delta among its known client list, it also manufactures for bus and rail applications.

Automotive is a much higher volume area in which the company would like to expand. Meanwhile the footwear and accessories are on display because Tapestry Inc and Permira, the companies behind Coach and

Dr. Martens respectively, are major investors in Gen Phoenix and use it in the manufacture of certain lines of products, where it is referred to as 'Coachtopia Leather' and 'Genix'.

Production

The factory floor is fascinating. Anyone that has been to a traditional leather tannery will tell you about the pungent smell, but that is entirely absent on the vast machines thundering away in the vast production hall. Built in 2020, the facility is clean and modern, and a large percentage of the production process is automated.

Showing us around is Elyse Winer, chief marketing officer at the company, who explains how the recovered leather is mechanically processed into fibres using a sequence of proprietary steps.

To start the process, leather offcuts are loaded into a large hopper at the front of the production line. On our visit these were entirely trimmings of 'wet blue', chrome-tanned leather that is still wet and unfinished from an intermediate

“WATER JETS ARE USED TO ENTANGLE THE LEATHER FIBRES INTO A SHEET WITHOUT THE NEED FOR ADHESIVES OR METALS”



3



4



5

45%

The seat coverings are up to 45% lighter than conventional leather which reduces weight and cuts fuel burn

stage of production. According to Winer, tanneries from around the UK are only too happy to send these production leftovers to Gen Phoenix as it saves them the burden of having to pay to dispose of industrial waste. Winer also explains that other leather feedstock could be used, potentially even post-use products such as old seat covers, but for now there is no shortage of wet blue, which when processed provides a consistent end product.

Once loaded into the machine, the offcuts are shredded into granules of a uniform size and shape. These granules travel by conveyor to another vast machine where they are milled further to produce leather fibres.

The next step is the key part of the process and is patented by Gen Phoenix as it separates their product from that of their competitors.

High-pressure water jets are used to entangle the leather fibres into a cohesive sheet without the need for adhesives or metals, forming a strong, flexible non-woven leather like substrate. Exactly how this process, known as 'Hydro Entanglement', works is a protected industrial secret, but within seconds of entering the entanglement machine, a fully-formed cloth similar to wet blue is coming out of the other end, ready to be rolled into huge reels for the next part of the process where it will gain colour and the characteristics of traditional leather.

Reasons

There's a number of reasons why airlines choose ELeather that go beyond the usual conversation about upcycling waste material. The seat coverings are up to 45% lighter than conventional leather which reduces weight and cuts

fuel burn, calculated to be in the range of \$10,000 per year and around 84 tons of CO₂ emissions.

There's also the possibility of taking back old leather seat covers from airlines and making them into a new product. This project, known as 'Helios', will allow post-consumer waste to be turned into new material.

Whatever the feedstock, spare a thought for where the material has come from, the next time you take a seat on a plane. ●

1. The vast, modern factory requires very few operators
2. Granulated wet blue granules awaiting hydro-entanglement
3. Leather cloth emerges from rollers
4. Wet blue offcuts awaiting treatment
5. A roll of part-processed material



DEUTSCHE AIRCRAFT

D328eco[®]

The Turboprop (R)evolution

The right solution to replace aging
fleets and expand to new markets.



#JoinTheRevolution



deutscheaircraft.com

follow us on



AIRCRAFT PRODUCTION TO IMPROVE IN 2026

IBA's chief economist & data officer,
Dr Stuart Hatcher, reveals his insights and
predictions for the upcoming year

The economic outlook for 2026 looks broadly similar to 2025: plenty of upset, fast market reactions and (hopefully) a steady climb down to calmer markets. Inflation is easing, interest rates are drifting lower and oil prices are expected to remain subdued, reflecting weaker Chinese demand and steady supply from the US and OPEC (Organisation of the Petroleum Exporting Countries).

Trade continues to perform despite policy friction and high consumer costs. For aviation, the environment is generally supportive. Fuel remains down, profits are up and airlines are in no rush to add capacity beyond taking new deliveries. That discipline, however, tends to fade as route competition intensifies – often with painful consequences.

▼ COMAC's C919 is likely to remain a rarity



“**My 2026 production forecast is for 1,800 aircraft across Airbus, Boeing, Embraer, ATR and COMAC**”

DR STUART HATCHER

Chief economist, IBA Insight

over 900 aircraft: 700 A320-family jets, just over 100 A220s, 42 A330s, and 65 A350s. For Boeing, I expect a total of 670: roughly 510 737s, more than 100 787s, and 25-30 each of the 767 and 777F, alongside continued progress toward certification milestones. Flows from Embraer, ATR and COMAC are somewhat in line with growth expectations set two years ago, albeit delayed. We expect Embraer to lead the pack with 85-90 E-jets, ATR to get back over 40, and COMAC to deliver fewer than 55 for both the C909 and C919. This, of course, remains dependent on being able to source US components.

Secondary market, transactions and retirements

The big question is the impact on the secondary market. Lease rates for older aircraft have softened but remain well above historical norms, reflecting balance rather than weakness. There is no oversupply of flyable aircraft, and airlines are focused on sweating existing assets rather than chasing aggressive growth. Lease starts and ends are at historic lows, with shorter tenors now the norm.

The outlook for retirements remains unclear. While engine demand should sustain part-out activity, retirement volumes may stay below historical long-term norms if operators continue to retain aircraft, especially amid elevated GTF-powered A320 storage. Month-on-month improvements since the October 2025 peak are encouraging, though they may be seasonal. Even so, elevated engine values and lease rates are likely to drive further opportunistic part-outs. ●

Production and delivery forecasts

Aircraft supply is the real potential swing factor. 2025 marked a turning point, with meaningful production progress across OEMs. Airbus stepped up final assembly activity in preparation for higher rates, while Boeing's return to a stable production flow, though behind Airbus, was an important confidence signal.

My 2026 production forecast is for 1,800 aircraft across Airbus, Boeing, Embraer, ATR and COMAC. A significant increase over 2025, but no greater than the rise seen last year over 2024. For Airbus, that means just



WHY IS A MEMS ACCELEROMETER AEROSPACE-GRADE?

In an era of missing or jammed GPS, a new generation of accelerometers can help. Safran Navigation's **Irish D. Torres** explains

Looking at today's aviation scene, we can see a great dependence on precise, reliable sensors that are capable of operating in the most demanding environments. Accelerometers sit at the heart of this requirement. They help determine aircraft motion, stabilise flight control systems, and feed critical data to avionics that pilots use every single day.

But here's the problem. Aviation has an increasing reliance on autonomous systems in GPS-constrained environments. More frequently, aircraft will be traveling safely within areas of weak, jammed or completely absent GPS signals. Because modern aircraft lack high-precision inertial sensors, small errors compound quickly, affecting navigation and autopilot capabilities and endangering flight safety.

This is where aerospace-grade MEMS accelerometers showcase their value. In a 2021 study, researchers described a navigation-grade MEMS inertial measurement unit flown aboard the Lobster Eye X-ray Satellite in 2020 that demonstrated in-orbit gyroscope performance better than 0.02 degrees



“
MEMs-based inertial sensors meet the stringent demands of space-grade navigation systems
”

IRISH D TORRES

Safran Navigation & Timing

per hour, with bias instability near 0.006 degrees per hour and angular random walk close to 0.003 degrees per square root hour. According to the authors, this represented the highest precision MEMS IMU publicly reported for commercial aerospace use.

This example shows that when engineered, calibrated and deployed with care, MEMS-based inertial sensors can meet the stringent demands required for space-grade navigation and stability systems. By extension, MEMS accelerometers can also achieve comparable reliability in advanced aviation applications.

An aircraft operates over a wide variety of conditions, including temperature,

pressure and a vibrating environment, making it an essential sensor in aerospace applications. Accuracy is of the utmost importance, but so too is reliability. Accelerometers cannot drift, degrade or lose calibration while a flight is underway.

Aerospace-grade MEMS devices are meant to maintain their stability under all forms of acceleration (extreme and otherwise) and extreme mechanical shocks and environmental fluctuations.

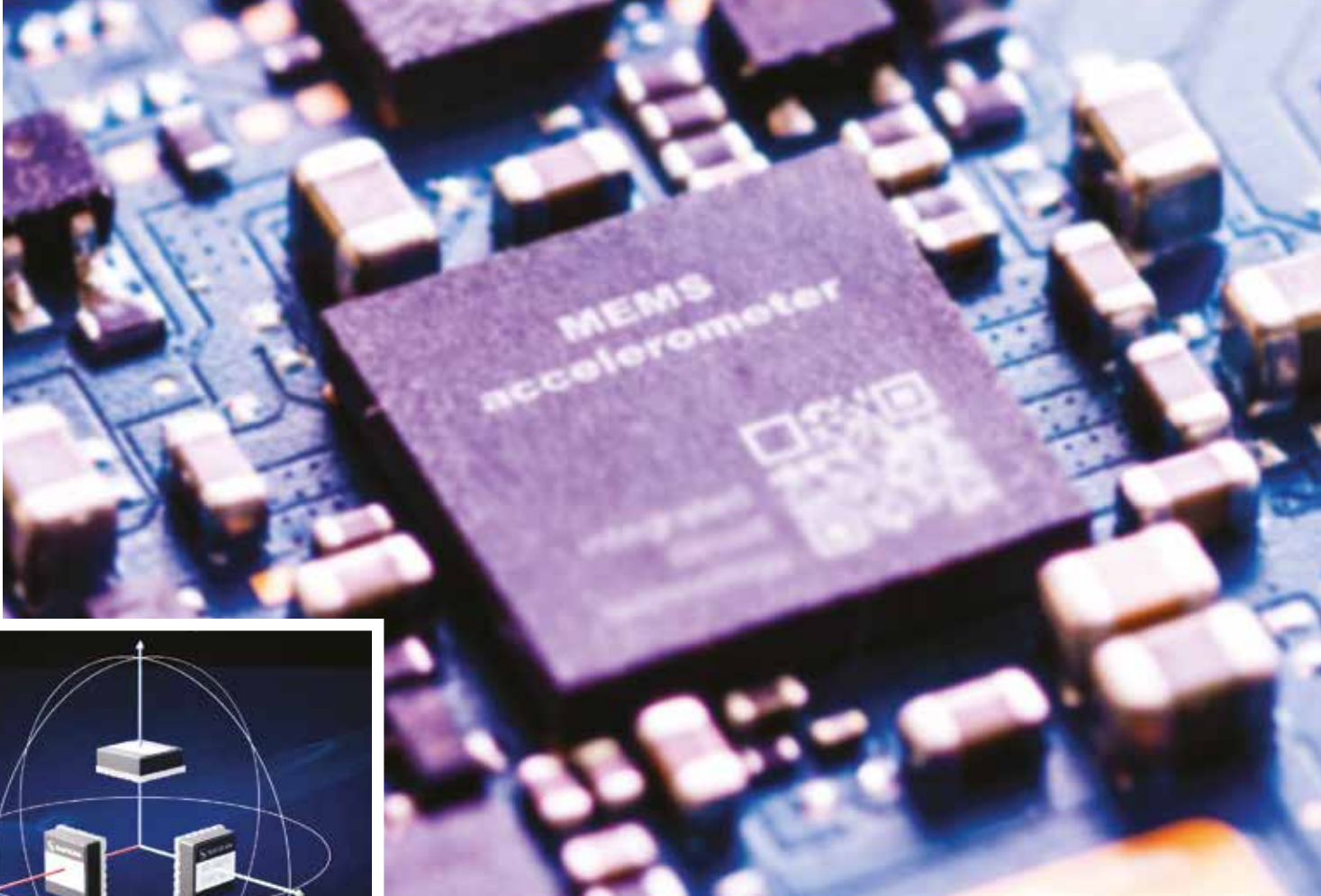
Making a MEMS

To meet aerospace standards, a MEMS accelerometer must go through the same stringent qualification programmes required for any other industrial or automotive applications. However, they are required to endure more extreme use environments, such as extreme thermal cycling, sustained vibration, rapid pressure fluctuations, and a variety of mechanical shock events during flight operations.

In addition to the capacity to withstand these conditions, aerospace MEMS accelerometers must also provide long-term repeatability of biases with little or no change over the life of a mission, as well as consistent response throughout their entire range of operating temperatures.

Since aerospace applications use components that have been subjected to continuous usage throughout many years of operation, aerospace MEMS accelerometers must undergo rigorous durability testing, environmental qualification and performance testing to demonstrate they will continue to provide the same level of precision under a wide range of environmental variables.





3

the industry to improve stability, reduce noise and improve long-term reliability, which is now influencing the performance standards required from inertial sensors by both customers and regulatory authorities.

1. An accelerometer unit
2. These devices work using gyroscopes
3. A MEMS chip on a circuit board

Growing role in future navigation

As next-generation aircraft become reliant upon onboard navigation systems, so will MEMS accelerometers continue to gain importance. The size of these devices accommodates placement within systems that require the weight of each component to be kept as low as possible, whilst their trending performance provides evidence that MEMS accelerometers can also satisfy aerospace requirements.

With a shift toward more resilient navigation systems, particularly in areas that limit the use of GPS, robust inertial sensing will become increasingly valuable. Aerospace-grade MEMS accelerometers are providing the foundation for the advancement of aircraft control, stability, and situational awareness regardless of external environmental conditions. ●

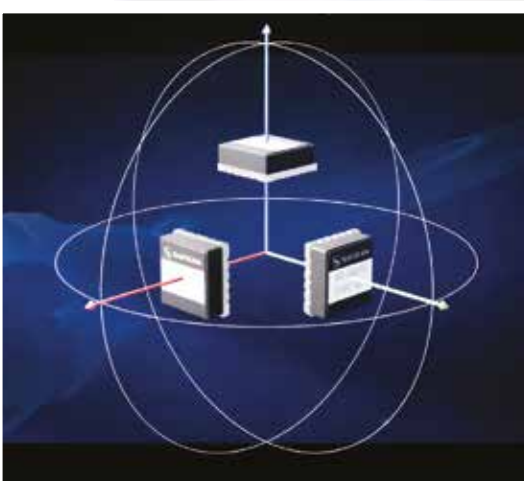
WHY ACCELEROMETERS MATTER IN AVIATION

An accelerometer measures an object's linear acceleration or deceleration. In aviation, accelerometers provide information on the following:

- Inertial navigation systems
- Autopilot and flight control systems
- Attitude and heading reference systems
- Vibration monitoring
- Flight test instrumentation
- Structural health Monitoring and analysis



For more information visit: safran-navigation-timing.com



2

The cumulative effect of following established engineering disciplines, combined with ongoing extensive validation of MEMS accelerometer performance, establishes aerospace-grade status.

Industry trends

As modern aircraft increasingly incorporate autonomous systems and capabilities, the performance of accelerometers is becoming more vital than ever. This trend is particularly apparent in defence aviation applications, where there is a need for continued reliable navigation when accessing areas where GPS signals may be compromised or unavailable.

Many companies are now focusing on improving the performance expectancy of acceleration sensors. Companies like Safran, which manufacture MEMS accelerometers and inertial sensors, clearly demonstrate this trend in

amadeus



sponsored by
amadeus

CHRIS HANCOCK, CEO AVIOXX

“THE MARKET HAS
DECIDED SAF IS A
**GENUINE
SOLUTION**”



Sponsored by
amadeus

“YOU CAN BETTER
UNDERSTAND AND
RESPOND TO YOUR
CUSTOMERS WITH A
**DIVERSE
WORKFORCE**”



Sponsored by
amadeus

“WHAT'S BETTER FOR
THE CUSTOMER, IS
BETTER FOR THE
**ENTIRE
INDUSTRY**”



Sponsored by
amadeus

HAYLEY BONNICK GLOBAL HEAD OF MARKETING
REMARKABLE GROUP

“IF AIRLINES TREATED
THEIR AIRCRAFT LIKE THEY
DID THEIR WEBSITES
**PEOPLE
WOULDN'T FLY**”



Enjoy Weekly aviation insights from leading industry voices!

sponsored by

amadeus

www.aviationbusinessnews.com/abncast



MANAGING AIRLINE DISRUPTION

How to keep transport spend under control when chaos occurs

Airport delays are getting worse. UK consumer magazine *Which?* found that all of the six largest airlines were less punctual in 2025 than pre-pandemic and a survey by CMAC stated that 75% of UK passengers were hit by flight delays or cancellations during 2025.

Delays are frustrating for travellers, but the consequences for airlines are also significant. When long delays and late-night cancellations occur, airlines face the cost of feeding and housing a plane's worth of angry travellers – a single disruption on a busy flight can occupy hours of staff time.

One of the hardest costs to manage in this situation is the transportation of those passengers to their overnight accommodation – whether that's their own home or a hotel. Uber for Business has been addressing this issue and is working with companies in the airline industry to take control of ground transportation costs.

Menzies

One company we have helped is Menzies Aviation, which provides airside services for airlines worldwide. At Sydney



“
One of the hardest costs to manage is the transportation of passengers to accommodation
”

CHRISTOPHE PEYMI RAT

Head of Uber for Business EMEA

Airport, it manages disruption for multiple airlines. To minimise its spend on accommodation, the company's policy when a cancellation or long delay occurs late at night is to provide hotels for passengers who do not live locally and to encourage others to return home.

Its process had been to ask passengers to arrange their own travel and to keep their receipts so that they could be reimbursed at a later date. Faced with this additional layer of administration, most passengers opted to book hotels instead. As transport was still required to get the disrupted passengers to these locations, Menzies staff had the job not only of sourcing and allocating rooms, but of managing all the transport reimbursements later.

◀ Flight disruptions can cause major headaches for ground staff

Physical taxi vouchers would also be provided to some passengers, but this did not solve issues with over-charging or misuse and offered no reliable way to confirm that journeys had been to the authorised locations. Inconsistent pricing from taxis also made it almost impossible to forecast and allocate spend for individual airlines. Moreover, the logistical challenges involved meant that the time between a plane being cancelled and the last passenger leaving the airport was averaging out at almost four hours.

Digital vouchers

The solution has been for Menzies to use the Uber for Business platform to send digital vouchers to customers instantly for taxis to their hotels or their homes. This platform enables companies to book Uber rides for others – in the case of airlines for their crew and passengers – from a central dashboard, which can be configured to allow specific types of ride to approved destinations. It also integrates with other expense management software, so travel costs can be tracked. The majority of customers already know and trust the Uber app so this removes another element of stress.

Individual airlines can specify their own value, time and location controls, and every ride can be tracked in real time. When offered a simple way to travel home, passengers have been happy to accept, reducing overnight stays in hotels by 62%. The spend on rides is now visible and has reduced by almost £70 per trip for one airline.

Another important improvement has been the reduction in time taken to manage the disruption. This has been halved, drastically improving the experience of disruption for both passengers and airline staff. ●



KEEPING IN CONTROL



The new generation of onboard systems offers numerous advantages, says **Mario Pierobon**

Avionics development over the past decade has been driven by a combination of safety imperatives, operational efficiency and the increasing availability of high-bandwidth connectivity. For regional operators in particular, these advances are reshaping flight deck design, maintenance practices and day-to-day operational decision-making. The convergence of integrated avionics architectures, real-time data exchange and emerging analytics capabilities

is moving avionics beyond discrete systems toward a more connected and information-centric operational model.

Avionics technology advancements

Monta Fowlkes, vice president and general manager for integrated avionics at Honeywell Aerospace affirms that avionics improvements in recent years have been strongly characterised by advanced safety systems, integrated digital cockpits and connected cockpits. "The wider adoption of fly-by-wire

systems and advanced safety features such as vision systems, traffic awareness and terrain alerts is reducing pilot workload and supporting more consistent operations," he says. "There has also been a shift from large analogue systems to highly integrated avionics that share processing on common processing cores. Data for these systems is now shared rapidly via broadband connectivity and secure data links."

According to the Regional Airline Association (RAA), over the past three to five years, carriers have gained

meaningful operational benefits from advancements in expanded cellular connectivity and the integration of low earth orbit (LEO) satellite communications. “This shift has enabled a transition from legacy systems. One RAA member operator emphasises that they have particularly transitioned from legacy systems – which relied on post-flight built-in test equipment (BITE) access and limited aircraft communications addressing and reporting system (ACARS) messaging – to adopting real-time fault isolation and data transfer capabilities,” a spokesperson for the RAA says. “The addition of aircraft data gateways now enables the near-real-time transmission of fault codes and system snapshots to ground teams, significantly enhancing situational awareness and operational resilience.”

Fuel efficiency and cost reduction

Modern avionics contribute to fuel and cost efficiency for regional airlines through improved trajectories, improved predictability and improved resource utilisation, according to Fowlkes. “The latest flight management systems continuously calculate optimal speed and altitude based on detected wind and temperature, combined with forecasted weather information, enabling in-flight decisions to maximise fuel efficiency,” he says. “When combined with accurate navigation and surveillance, regional aircraft can fly closer to optimal altitudes and speeds and maximise continuous descent operations. Training for these systems varies depending on the specific technology, from manual review to

specialised simulator training. Newer avionics, such as our latest Epic and Honeywell Anthem cockpits, are based on more intuitive avionics that can reduce training burden over time.”

New systems for new aircraft

One upcoming aircraft that makes use of the latest glass cockpit avionics is the upcoming D328eco from Deutsche Aircraft. Far more than a revival of the Dornier 328 on which it is based, the new plane features the Garmin G5000 flight deck.

The G5000 Prime is a modern, touchscreen cockpit environment which the manufacturer says offers a ‘pilot-centric’ ergonomic design. Certified for both Part 121 operations and for Part 25 transport aircraft, the avionics allow both efficiency and operational flexibility on these multi-mission regional aircraft.

“The D328eco is designed to lead the next era of regional aviation,” states Nico Neumann, Co-CEO of

Deutsche Aircraft. “By integrating Garmin’s enhanced G5000 PRIME, we are equipping our aircraft with a future-ready flight deck that enhances performance, offers unmatched reliability and ensures operational flexibility to meet the diverse needs of regional air travel.”

“The G5000 Prime offers a scalable, intuitive, and connected cockpit solution that provides Part 25 transport pilots increased functionality designed to simplify operations and maximise situational awareness,” says Carl Wolf, vice president, aviation sales, marketing, programmes and support at Garmin. “We are excited to continue our relationship with Deutsche Aircraft and launch G5000 Prime into the regional aircraft market on the advanced D328eco.”

GNSS receivers

Navigation, of course, relies on satellite positioning, but avionics systems also need to be ready for when this isn’t available.



1: Deutsche Aircraft’s Nico Neumann and Garmin’s Creighton Scarpone
2: The Garmin G5000 flight deck



“THERE HAS ALSO BEEN A SHIFT FROM LARGE ANALOGUE SYSTEMS TO HIGHLY INTEGRATED AVIONICS”



1

1: Render of a futuristic cockpit concept
2: The Honeywell SURF-A system

“Modern cockpits have become so dependent on satellite navigation that GPS now controls everything, whether it’s about flight management computers or communication timing systems,” explains Irish D. Torres from Safran Navigation & Timing. “But what happens exactly when GPS outages strike?”

The answer to this question is unsettling. “GPS outages can ripple through every aspect of flight operations,” Torres continues. “Navigation displays may no longer be reliable, timing systems lose synchronisation, and pilots are forced to switch rapidly to older tools while managing an increased workload and heightened safety risks.”

She goes on to highlight that instances of GPS jamming have increased sharply in recent years. In the Netherlands, the Dutch Bureau of Aviation Investigation logged 983 spoofing incidents in 10 months, up from 163 in 2023. Meanwhile, the Middle East logged over 43,000 events between March and April of that year, and the picture is not improving.

Fortunately, modern avionics such as the Safran Skylight GNSS receiver brings modular capabilities for Galileo and GPS, which means it can communicate with different groups of satellites around the world, as well as encrypted signals, all in one package. Most importantly, Skylight comes equipped with anti-jamming and anti-spoofing algorithms to protect against GPS outages.

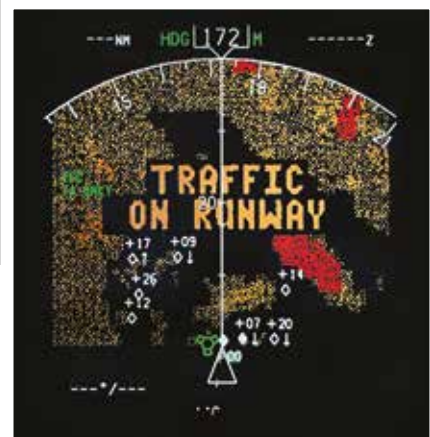
Other innovations are following the same principle, combining inertial

navigation, multiple GNSS constellations and secure timing sources to create smarter PNT solutions.

Future advancements

Looking to the future, Fowlkes believes the industry will continue to see significant safety improvements. “Systems like Honeywell’s Smartview Synthetic Vision system provide pilots with a 3D view of the terrain and runway even in low-visibility conditions,” he says. “Combined with solutions like our SURF-A (surface alert) collision avoidance system, which provides the cockpit with real-time surface traffic information, pilots and passengers will be able to fly more smoothly and safely. All of this will be protected by improved cybersecurity architectures that incorporate single, secure gateways and diverse processing paths.”

One of the most promising developments according to RAA for the coming decade is the evolution of real-time fault monitoring enhanced by artificial intelligence (AI) and LEO communications. “This synergy in technology enables the seamless



2

transmission of massive amounts of aircraft health data in real time, facilitating faster and more accurate fault isolation,” RAA affirms. “Modern systems are increasingly capable of continuous parameter trending, including the monitoring of vibration data and temperature shifts. These AI-driven analytics act as decision-support tools for the engineering teams that shift maintenance organisations from a reactive ‘break-fix’ model toward preparation and reduced uncertainty.”

Taken together, recent and emerging avionics advancements point to a steady shift toward greater integration, connectivity and data-driven operations. Improvements in digital cockpits, flight management and real-time monitoring are already delivering measurable benefits in safety, fuel efficiency and maintenance effectiveness for regional airlines. ●

“SYNERGY IN TECHNOLOGY ENABLES THE TRANSMISSION OF MASSIVE AMOUNTS OF DATA IN REAL TIME”



AJW®

Underutilised inventory?

Our global network of customers will unlock your inventory value

AJW Group is the world-leading, independent, parts, repair, lease, engine, flight hour programme and supply chain solution integrator, transforming efficiency in commercial, business and defence aviation.

With hubs and offices on every continent - including AJW Technique, a state-of-the-art component MRO facility in Montreal - nose to tail, we have you covered.

ajw-group.com



Cabin safety is more than a regulatory tickbox. **Raquel Mora**, senior cabin safety instructor at CAE, shares how modern training is redefining preparedness for cabin crew worldwide

► **What are the key components of effective cabin safety training today, and how have they evolved over the past decade?**

Preparing for human factors and competency-based training are the key components of effective training. Effective cabin safety training today focuses on including human factors in all training scenarios. The psychological resilience of cabin crew and proper passenger behaviour management are vital to successfully dealing with an emergency on board. In recent times, training has evolved from purely procedural training to competency-based training, which emphasises soft skills in sessions that

are more practical than theoretical, preparing crew members for more realistic situations.

► **How does CAE incorporate real-world scenarios into its training programmes to prepare cabin crew for emergencies?**

CAE is fortunate to have passenger cabin mock-ups that allow for the simulation of realistic scenarios such as fires on board, decompressions, ditching and evacuations. The instructor can also include faults, handicaps and barriers so that students can practise and test their ability to adapt to the thousands of risky situations they may encounter.

These realistic scenario exercises are included in all cabin crew training at CAE, from the initial course when students start from zero, to annual refresher training, including training for senior cabin crew members.

► **How do you train cabin crew to manage high-stress situations, such as medical emergencies or unruly passengers?**

Being familiar with as wide a range of difficult and dangerous situations as possible is important to be able to manage them effectively, as it helps humans keep stress levels low when faced with a situation that is no longer new to them. That is why

2



1

“TRAINEES LEARN NOT ONLY WHAT THE RULES SAY, BUT ALSO HOW TO ACT WHEN THE SITUATION DOESN'T FIT THE MANUAL”

we take advantage of all the practical sessions to expose students to stressful situations using role-playing exercises combined with physical and environmental stressors such as smoke, low visibility or noise in the cabin mockups.

► What role does technology, such as VR or simulation, play in enhancing cabin safety instruction?

VR and simulation enable immersive experiences for rare but critical events, such as emergency evacuations or smoke-filled cabins, without physical risk. The simulation-based training provides realistic tactile and visual feedback, improving confidence to the trainee.

► How do you balance regulatory compliance with practical, situational training for cabin crew?

Regulatory compliance lays the foundation, but competency-based training frameworks ensure that crew can apply the rules in real-world contexts. CAE integrates ICAO and EASA regulations with scenario-

based exercises, so trainees learn not only what the rules say, but also how to act when the situation doesn't fit the manual.

► What are the most common misconceptions about cabin safety among new trainees or the public?

In my opinion, I think the most common misconception is that cabin crew are mainly there for passenger comfort. Of course, comfort and the commercial aspect are important, but they are not our main task, even though this is what is most visible to the general public. Behind every friendly welcome and service on board, there is extensive training for cabin crew to deal with any emergency situation that could endanger passengers. Another common misconception is that emergencies are rare, so training is not essential. This leads passengers to disregard the crew's safety instructions. Emergencies are rare but, when they do occur, the actions of the crew and the behaviour of the passengers determine the outcome in terms of survival. ●

1: The CAE simulator 2: Getting familiar with an evacuation slide 3: Real aircraft are used to create the training rigs

SITUATIONAL TRAINING

Certain psychological and behavioural skills are required by flight attendants in an emergency situation. Raquel Mora explains that situational awareness, decision-making, communication and teamwork, and stress management are emphasised during the training. These are as follows:

- **Situational awareness:** for early risk recognition, and to be able to respond quickly and effectively to any emergency that may arise.
- **Decision-making:** for good and effective decision-making by applying procedures in highly dynamic and changing conditions.
- **Communication and teamwork:** to coordinate effectively with flight crew and other cabin crew, especially in emergency situations
- **Stress management:** so that students can improve their resilience by managing their stress in critical situations



For more information on CAE training, please visit: cae.com/civil-aviation





TRAINING EVTOL PILOTS

The first wave of pilots to fly Eve's eVTOL ahead of certification need training. CAE has developed a simulator especially for this application

Eve Air Mobility, the eVTOL startup backed by Embraer, has ordered a next generation full flight simulator. This purchase will be made through a subsidiary joint-venture company Embraer-CAE Training Services (ECTS) and it will be the first dedicated to training pilots on Eve's prototype aircraft.

The simulator will be the first device delivered to ECTS as Eve's training provider and will be operated by ECTS to deliver training to Eve and its customers. The FFS will also play a critical role in the certification process for Eve's eVTOL aircraft and in preparing pilots for safe, efficient operations ahead of Eve's planned entry into service.

The CAE 3000 series full-flight simulator integrates high-fidelity motion cueing, a precision flight deck replica, and the next-generation CAE Prodigy Visual System powered by Unreal

Engine, delivering the realistic training environment required for commercial single-pilot eVTOL operations in dense urban settings.

Safe entry

"As development at Eve Air Mobility progresses, high-fidelity simulation is key to training the first wave of pilots and ensuring a safe entry into service of this new aircraft," says Alexandre Prévost, president, civil aviation at CAE and ECTS board member. "CAE and ECTS are proud to support Eve in developing a scalable, certifiable training ecosystem. This simulator sets a new benchmark for advanced air mobility training infrastructure and underscores our



2

1. eVTOL is being prepared for flight testing
2. CAE's Michel Azar-Hmouda, Eve Air Mobility's Luiz Renato Mauad and Embraer's Carlos Naufel

shared commitment to safe, seamless urban air transportation."

"This simulator is a critical investment in ensuring Eve pilots receive world-class training as we advance toward commercial operations. It strengthens pilot readiness while reinforcing our unwavering commitment to safety and operational excellence," says Luiz Mauad, vice president, customer services at Eve Air Mobility. "It also reflects our disciplined approach to scaling operations responsibly, ensuring our training infrastructure evolves in lockstep with aircraft certification and market entry."

Training network

The simulator will be integrated into the ECTS global training network, leveraging Embraer's decades of operational excellence and CAE's broad footprint in major aviation hubs. The infrastructure will support pilot, maintenance and ground handling training as part of EveTechCare, the company's comprehensive aftermarket services portfolio.

"We are excited to see another step taken by ECTS in the development of Eve's eVTOL training solution," says Ayslan Anholon, vice president of flight operations & training at Embraer services & support and ECTS board member. "This first full-flight simulator will be key to supporting aircraft certification while also playing a vital role in training and qualifying the first generation of eVTOL pilots. It represents a significant milestone as we prepare for a safe and efficient entry into service." ●

**"THIS FIRST FULL-FLIGHT SIMULATOR
WILL BE KEY TO SUPPORTING
AIRCRAFT CERTIFICATION"**



TAMPERE.

FINLAND

The heart of growth. The gateway to Finland.

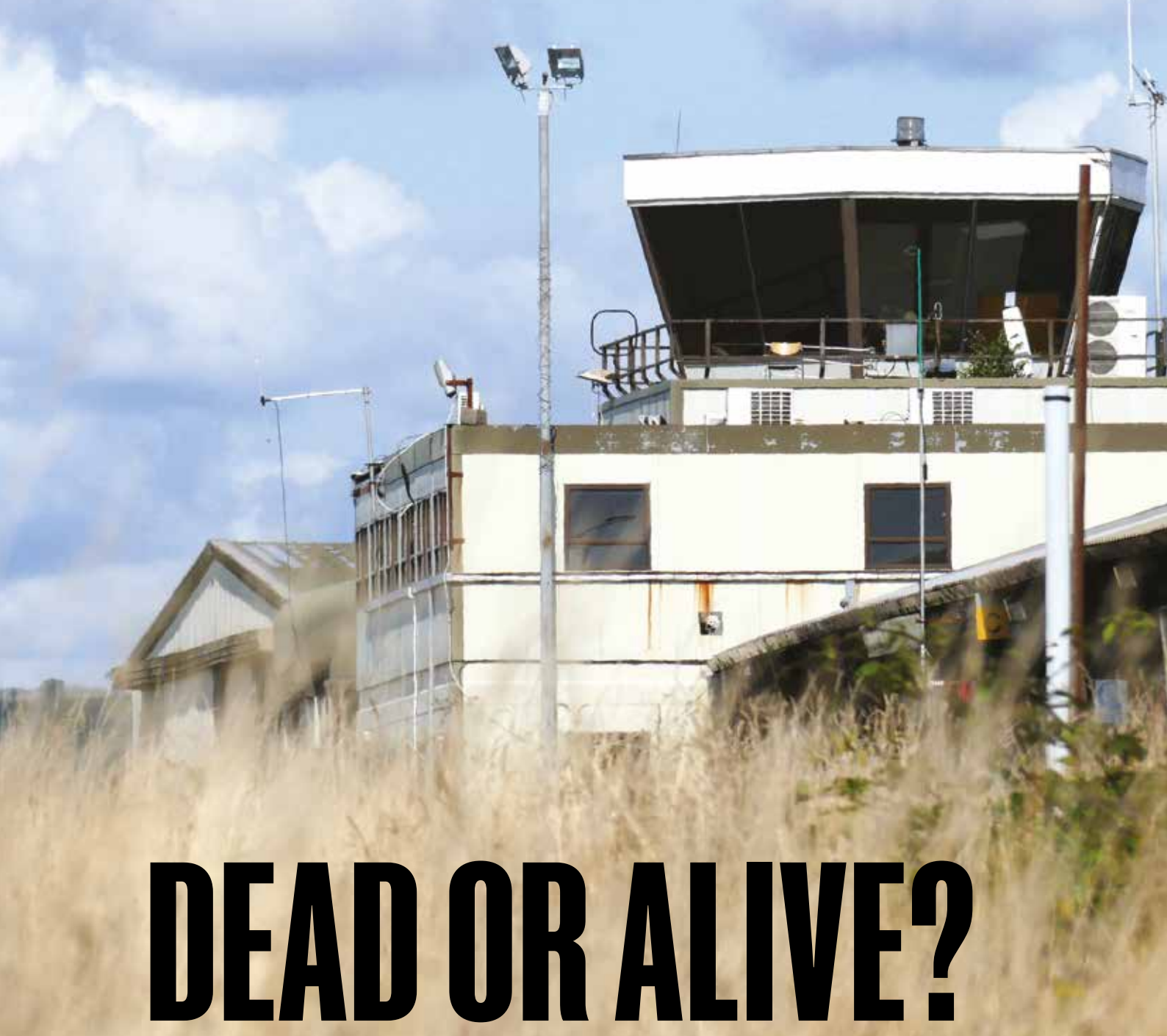
Located in Finland's dynamic business hub, Tampere is home to over 3,000 companies employing 38,000 in modern industries like technology, defence, and space.

Recent modernisations and infrastructure renewals have made Tampere-Pirkkala Airport ready to welcome 1,000,000 passengers per year to Finland's fastest-growing region.

Be part of the future of air travel. Expand your routes, reach new markets, and grow with us.

Together we fly!





DEAD OR ALIVE?

Stan Abbott looks at UK airports where scheduled passenger services have come to an end and reviews the prospects of any of them relaunching

The Second World War left the UK with a diverse legacy of facilities that were built for combat – including a great many aerodromes.

That's why a majority of our civil airports began life as military strips. That may seem like a useful piece of recycling, but the downside of the legacy is that by no means are all of these one-time military airfields situated where a strategic planner would choose to put them today, especially knowing

what we now know about how far people will travel overland to catch a flight.

A lot of money has been spent trying to get the best out of these inherited airports to fulfil a civilian function for which they were never intended. There are airports on hilltops, like Bristol and Leeds Bradford – the latter has a runway at 90 degrees to the prevailing wind. Sumburgh Airport in Shetland, having been extended across a foggy isthmus and into the sea, is still, frankly, in the wrong place.

Birmingham's runway is poorly aligned, not because it was inherited from the RAF, but because its tightly constrained east-west runway became obsolete with the arrival of larger aircraft.

In this context, it is perhaps unsurprising that not all our airports have survived. Of those that have closed, a few remain the subject of vociferous lobbies that would like to see them reopen, and others are effectively doomed to a future of general aviation, or no flights at all. And then there are

1



2

“OF THE 11 SCOTTISH AIRPORTS OPERATED BY STATE-OWNED HIAL, ONLY INVERNESS COMES CLOSE TO COVERING ITS COSTS”

those where the passenger figures appear to have fallen below the threshold for viability, but which continue to struggle on.

Of the 11 Scottish airports operated by state-owned HIAL (Highland and Islands Airports Ltd), only Inverness, with about 800,000 passengers annually, comes close to covering its costs, but all airports in the portfolio are seen as essential components of connectivity within Scotland.

Teesside

Teesside Airport, unpopularly called Durham Tees Valley by its previous owner, Peel Group, looked destined for closure until it was returned to public ownership under the umbrella of the Tees Valley Combined Authority and its controversial mayor, Ben Houchen. In truth, the airport has struggled ever since it opened in 1964, losing its London service in 2010 and falling flat as a low-cost base for Bmibaby, despite briefly handling more than 900,000 passengers.

The relaunched airport recorded its first positive EBITDA result in March 2024, though the underlying performance remains loss-making. KLM Cityhopper

1: Plymouth City Airport closed in 2011

2: Humberside airport viewed from the air

3: The approach into Teesside

3





1

- 1:** An Antonov takes off from Prestwick
2: A Flybe ATR at Southampton in 2019
3: A view of ground operations at Birmingham



2

is now the only non-holiday scheduled operator, albeit with only two return flights schedule daily from summer 2026, while TUI also recently announced cutbacks. It is striving to narrow the gap by attracting aviation-related business tenants such as Airbourne Colours paint shop; Draken, which provides services for the Ministry of Defence; and a new business park under construction on land that Peel wanted to turn over to housing.

“If a regional airport only wants to focus purely on holiday flights alone it will not survive,” said managing director Phil Forster in 2025.

Humber

That said, it feels pertinent to ask just how many secondary and tertiary regional airports the country can support through what is surely a finite pool of ancillary aviation activities. In the Noughties, Humberside Airport,

then owned by Manchester Airport Group and with its own based airline, saw passenger numbers peak at more than 500,000. However, in 2012, MAG sold the airport for a small fraction of its purchase price. Current owner Bristow operates search-and-rescue helicopters, but moved its offshore rotary wing support to Norwich in 2016.

Despite the airport being within the large Humber Enterprise Zone, the recent demise of Eastern Airways means, like Teesside, its few remaining eggs are largely in a KLM basket, and one has to ask what might happen should slot constraints at Amsterdam again come to the fore. Perhaps more pertinently, what if plans to reopen Doncaster-Sheffield Airport, just down the road, should come to fruition?

The three airports owned by Regional and City Airports have bucked the downward trend of sub-one-million-passenger airports, with the group recording a pre-tax profit of around £16.5 million in each of the past two financial years, on turnover of £132 million to March 2025. The key drivers have been significant passenger and cargo growth, especially at Exeter and Bournemouth, with the latter now

handling more than the magic million passengers and likely to see further rises, thanks to having become a Jet2 base (albeit with the number of based aircraft now scaled back to two).

Southampton, part of the AGS (Aberdeen, Glasgow, Southampton) group was a major success story in the Flybe days but has now been overtaken by its south-coast neighbour, despite a runway extension that has enabled easyJet to move in.

Prestwick Airport had its heyday before the government ended its transatlantic monopoly status in 1990, and has struggled ever since traffic moved to Glasgow and Edinburgh. It does boast a number of cargo routes, and largely seasonal traffic pushes its passenger figures over the half-million mark, but it remains permanently ‘up for sale’ by the Scottish government.

While its role as Scotland’s capital has helped Edinburgh achieve some of the strongest growth of all regional airports, there has been no parallel success story at the Welsh capital, with the devolved government stepping in to save Cardiff Airport in 2013. Passenger numbers are holding steady around 800,000 but fall far short of the two million-plus of a

3





Flightscape

Powered by CAE

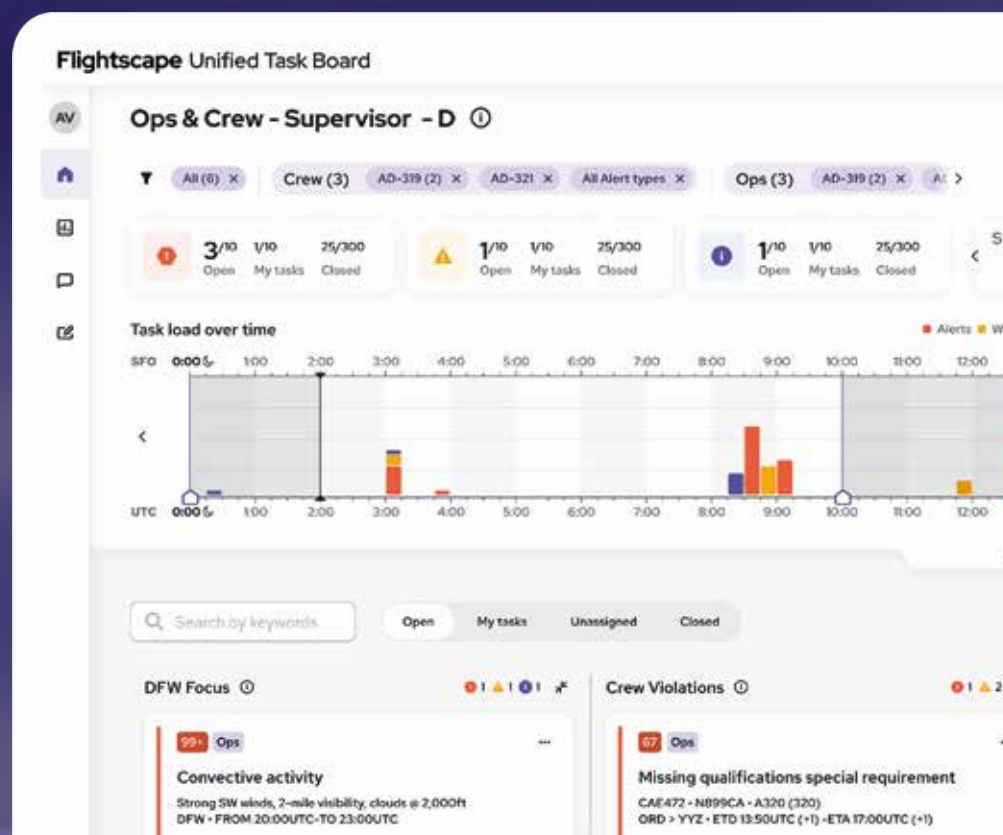
A New Era in Airline Operations

CAE proudly presents Flightscape, a data-driven decision-making platform designed to optimize airline operations. More than ever, mastering operational complexity is mission-critical. By providing real-time insights, Flightscape empowers OCC stakeholders to achieve and maintain peak operational performance.

Your next move should never be a guess.
It should be a strategy.



flightscape.com



decade ago. Fast-growing Bristol Airport is only a tad over an hour's drive away, which says it all.

Southend

Southend has never really caught on as a London Airport, despite investment in a rail connection by past owner Stobart. Its 300,000 or so passengers come thanks almost exclusively to easyJet, since the eve-of-Covid failure of Connect Airways, backed by Virgin Atlantic and Stobart. To be brutal, it is on the 'poorer side' of London.

Newquay (406,000 annual passengers) and City of Derry (179,000) survive, largely because they are seen as essential to local infrastructure – for now at least.

Besides Doncaster, the long list of closed airports includes the likes of Carlisle, Blackpool, Swansea, Manston, Lydd, Shoreham, Coventry, Plymouth, Cambridge and Gloucester. While there are aspirations to reopen Carlisle, Manston and Plymouth, none of these seem too likely. Carlisle was acquired by the Stobart Group, which really wanted a road logistics base, and resurfaced the runway without rebuilding the substrate. Its consequential very low weight restriction makes it look like a non-starter.

Ditto Plymouth, where there is no prospect of a meaningful runway extension. Fly Plymouth Airport's phone number is disconnected and no-one responds to emails. Current leaseholder Sutton Harbour Group is seen as the villain of the piece: Sutton once had ambitions to build a new airport to serve both Plymouth and Exeter, but the idea was grounded by Devon County Council. Manston's potential reopening appears log-jammed in judicial proceedings. ●

COULD DONCASTER SUCCEED WHERE OTHERS ARE FOUNDERING?

Christian Foster, South Yorkshire Airport City director at Doncaster City Council, damns previous owner Peel Group with faint praise: "They are a highly successful land and property company, which has delivered a number of high-profile projects, including Salford Media City and Liverpool Port. But airports are highly regulated and complex programmes, with lots of elements, of which health and safety is key."

He sees a major opportunity for a 24/7 airport in cargo, citing "400,000 tonnes of freight leaking out of the UK because we haven't got sufficient capacity." He continues, "We are at the heart of the country and should be doing 100,000 tonnes. We need a mixed strategy, and fewer resources are required for freight."

With up to £160 million pledged by South Yorkshire Mayoral Combined Authority, concrete steps towards reopening have already been taken and the target date for freight traffic is Spring 2027.

With original Fly Doncaster partner FP Airports (Fly Plymouth) now out of the frame, Doncaster's key private sector delivery partner is Munich Airport International – a global consultancy specialising in airport openings and reopenings – whose managing director, Dr Lutz Weisser, says: "Our USP is total time travelled and the quality of the passenger experience. Our infrastructure is right up there with the opposition – the

runway is there, the terminal is there and there is a huge amount of land to be developed."

With airlines preoccupied with short and mid-term planning, he suggests, it is wise not to over-promise: "We still need a little bit more time before we can talk to airlines."

Both Foster and Lutz are coy about likely target airlines. Wizz Air – whose 'defection' to Leeds Bradford was the final nail in Doncaster's coffin last time round – feels like a likely target, given the large number of central and eastern Europeans in the catchment area. Luring KLM and TUI from Humberside might also be tempting, but it is difficult to identify any significant opportunities in the domestic market.

Nor is a direct link to the relatively close East Coast main rail line remotely likely before reopening. Direct trains from a new airport station to Sheffield in under 30 minutes, alongside direct main line trains north and south, as well as to Lincoln and Hull, might be seen as a game-changer but the reality is that – in the UK – the kind of cost-benefit analysis required for rail investment shunts any such ideas well into the future.



▲ Doncaster Sheffield airport is reopening, but does it have a future?

◀ London Southend is by far the quietest of the five 'orbital' London airports

AMOS Again.



Parata Air goes live with AMOS, the world-class M&E software solution.

AMOS was selected as the core maintenance system from the very start, ensuring compliance with airworthiness authority requirements and standardised workflows across all maintenance activities.

The solution provides full transparency, operational control, and scalability, supporting reliable daily operations and the airline's future growth.

"We selected AMOS as our core maintenance system from the beginning because our review confirmed it aligns strongly with airworthiness authority requirements. It standardises workflows and records across planning, engineering, line maintenance, and materials, giving us the visibility and control we need every day"

Director of Aircraft Maintenance Division
Parata Air



TECHNOLOGY TO PREDICT THE FUTURE

Mario Pierobon examines systems-based predictive aircraft maintenance and how it can benefit mixed regional fleets

Predictive aircraft maintenance has moved from a conceptual capability to an operational practice as data availability, analytics and connectivity have matured across modern fleets. By leveraging continuous aircraft health data and structured trend analysis, operators are increasingly able to anticipate component degradation, plan maintenance interventions and reduce uncertainty in maintenance execution.

For regional and low-cost operators alike, predictive maintenance is becoming a practical means of

improving dispatch reliability, maintenance efficiency and asset utilisation while remaining aligned with regulatory requirements.

“Predictive maintenance in aviation is ultimately about anticipating technical events before they occur, using data and technology to shift from reactive or scheduled investigations to timely, condition-based actions,” explains Sander de Bree, founder of aircraft management platform EXSYN Aviation Solutions.

“I would stress that predictive is not a one-size-fits-all capability. It is an outcome of maturity, of having the

right data, tools and organisation trust in place. Where we see it adding most value today is in very specific use cases: identifying developing trends in systems with strong historical baselines or critical operational impact,” he says.

“Think of repeaters in the cabin or ATA chapters like 36 (pneumatics) and 27 (flight controls), where early signals can translate directly into fewer AOGs, smoother operations, or longer component lifespans. The key is to keep it simple. Predictive isn’t about predicting everything; it’s about making a few key areas more predictable and reliable.”



◀ A predictive maintenance system is vital for keeping track of operations

Data sources, sensors and integration

Modern fleets rely on a vast array of operational data, including pressure, temperature, flow, vibration, and engine/auxiliary power unit (APU) performance indicators, which in many cases can be monitored by the aircraft manufacturer itself. According to Alexandre Avila, vice president of strategy at Embraer Services & Support, this yields vital information.

“For Embraer E-Jets, most of the global fleet is connected via the Ahead platform, which converts raw data into actionable insights. The platform provides trend analysis, automatic alerts and dispatchability logic, as well as integrated troubleshooting references,” Avila explains.

He notes that predictive value is realised when these insights are embedded within airline maintenance workflows. “Connectivity with airline workflows is ensured through data export and notifications, ensuring predictive information is fed into planning and MRO systems. This integration enables more efficient maintenance cycles, improved aircraft availability and reduced operating costs.”

Aircraft utilisation and dispatch reliability

Avila affirms that predictive maintenance reduces unexpected aircraft on ground (AOG) events and enables proactive repairs during scheduled opportunities,

resulting in increased dispatch reliability and improved aircraft utilisation. “The initial investment typically includes a platform subscription, onboarding and integration, as well as data enablement. The long-term benefits are significant: fewer unscheduled component removals, faster problem resolution, smarter component management and minimised operational disruptions. Both large and small fleets benefit,” he explains.

“Larger operators maximise return on investment (ROI) thanks to scalability and more comprehensive data sets, while smaller fleets benefit from streamlined processes and less reliance on large support teams.”

Technical challenges

While the benefits of predictive maintenance are undeniable, making the correct predictions can be difficult. “The main challenge isn’t technology but consistency,” asserts EXSYN’s de Bree. “Airlines operate diverse fleets with different system maturity and data quality, making it hard to scale one predictive logic across all aircraft types or tail numbers.”

Diverse fleets are not the only issue according to de Bree. “Another challenge is trust. Many CAMO and engineering teams still use spreadsheets or manual analyses because past systems lacked transparency and reliability. Predictive tools must prove themselves by being consistent, easy to interpret and grounded in daily operations, with clear logic that teams can validate and act on.

“EXSYN Aviation Solutions addresses this by focusing on data continuity. That means ensuring aircraft data remains accessible, usable and comparable across time, system changes, or fleet transitions.

“We also prioritise transparency in how predictive logic works, so engineering teams can understand the reasoning behind insights and integrate them confidently into their workflows,” de Bree concludes.

Maintenance execution

From a maintenance execution perspective, Monta Fowlkes, vice president and general manager for integrated avionics at Honeywell Aerospace points out that modularity improves dispatch reliability by allowing operators to quickly replace avionics system components, rather than having to remove large sections in the event of a failure. “It also allows for easier procurement of spare parts, improving overall availability. For regional airlines, this translates into greater dispatch reliability, fewer last-minute cancellations and greater predictability of aircraft maintenance costs,” he says.

“PREDICTIVE TOOLS MUST PROVE THEMSELVES BY BEING CONSISTENT, EASY TO INTERPRET AND GROUNDED IN DAILY OPERATIONS”

“PREDICTIVE MAINTENANCE IS NOT A ONE-SIZE-FITS-ALL CAPABILITY. IT IS AN OUTCOME OF MATURITY, OF HAVING THE RIGHT DATA, TOOLS AND ORGANISATION TRUST IN PLACE”



2

Cost reduction contribution

Modern avionics directly impact the bottom line through several key mechanisms, according to the Regional Airline Association (RAA). “One such mechanism is maintenance cost control. AI-driven fault isolation helps to reduce the unnecessary removal of functional parts, thereby lowering ‘no fault found’ results and bench-checking costs,” a spokesperson for the organisation says.

“Another mechanism is operational readiness. While not a replacement for regulatory maintenance requirements, predictive maintenance provides insights into component behaviour that allow for better material positioning, workforce alignment and informed routing. By scheduling part replacements before they fail, carriers can reduce downtime and the likelihood of an aircraft breaking down at an outstation.”



1

While implementing these systems requires upfront investment in hardware, engineering and training, carriers realise returns through fewer unscheduled events and reduced variability in component life, according to the association. “One RAA member carrier shared that the shift toward line replaceable units (LRU) has been a major factor in improving dispatch reliability.

“These architectures allow for significantly faster component replacement times and minimize the risk of maintenance-induced damage during installation. Faster maintenance turn times and fewer maintenance-induced errors translate directly into improved aircraft availability and more consistent dispatch performance.”

Implementing maintenance scheduling practices

According to Avila, trend analysis and structured alert management allow airlines to anticipate issues, plan interventions and reduce repetitive troubleshooting tasks. “Regulatory compliance remains paramount, mandatory intervals and limits are strictly adhered to. Predictive information complements these requirements, allowing for work to be progressed when necessary or providing reliability evidence,” he says. “Full traceability, through alert histories, comments and component removal logs, ensures audit readiness and transparency.” ●

1. Engine maintenance
2. The EXSYN product can be used on various devices

Summing up

As predictive maintenance capabilities continue to mature, their value lies less in forecasting individual failures and more in supporting consistent, informed maintenance decisions. The integration of aircraft health data into airline workflows, combined with modular system architectures and AI-enabled analytics, is enabling maintenance organisations to move from reactive troubleshooting toward planned intervention. When applied alongside established regulatory frameworks, predictive maintenance contributes to reduced operational disruption, improved aircraft availability and more predictable maintenance outcomes across the fleet. ●

PREDICTIVE MAINTENANCE: AT A GLANCE

Cuts unplanned downtime by ~15%

AI-enabled predictive programmes reduce aircraft downtime by 15%, boosting dispatch reliability in regional fleets.

Raises technician productivity by ~20%

Digital and predictive tools streamline maintenance workflows, saving labour hours – critical for LCCs facing technician shortages.

Up to 30% lower maintenance costs

PAM can reduce maintenance spend by up to 30%, a major advantage for cost-sensitive low-fare carriers. Advanced analytics and machine-learning models help operators intervene before failures occur, reducing operational disruptions.

Supports ageing regional fleets

As aircraft service life extends and OEM deliveries lag, AI-driven prognostics help operators manage ageing turboprops and regional jets more safely and cost-effectively.

The background image shows the front of a large commercial airplane in a hangar. The aircraft is white with blue and red accents. Overlaid on the image are various digital graphics, including a large blue circular graphic on the left, a red circular graphic on the right, and several blue and red lines and dots scattered across the scene, suggesting a digital or data-driven environment.

ULTRAMAIN[®]

Digital MRO Solutions

SimpleMobilePaperless



ULTRAMAIN[®]

www.ultramain.com sales@ultramain.com

AIRLINE DISTRIBUTION 2026

How payments shape every step of the travel journey

This year's UATP Airline Distribution thought leadership conference is gearing up to provide delegates with critical insights into how broader business payment trends and the convergence of airline distribution and travel commerce are shaping the industry.

Organisations worldwide are navigating rapid changes in commerce including how travel is sold, paid for and serviced.

Airline Distribution was established to provide industry professionals with a comprehensive view of the entire customer journey examined through the lens of both airline-specific challenges and related evolving payment innovation across the business ecosystem.

Wendy Ward, UATP chief marketing officer, says: "For nearly 20 years, Airline Distribution is the event where business

and travel leaders have had their most important conversations.

"Our 2026 programme is better than ever: an engaging forum where industry leaders gather to learn, exchange ideas and participate in valuable networking and business opportunities."

Ralph Kaiser, president and chief executive of UATP, adds: "The entire travel industry is at a pivotal moment in how we think about distribution and payments.

"Airline Distribution 2026 brings together the perspectives needed to navigate this transformation. Understanding how payments enable or constrain each step of the journey is critical to building sustainable competitive advantage."

Mapping the complete journey: every touchpoint matters

Airline Distribution 2026 examines the end-to-end traveler experience, showing how distribution and payment strategies must adapt at each critical stage.

Search and discovery: Sessions explore how airlines and platforms compete for visibility across fragmented digital channels. Industry leaders will discuss strategies to optimise reach, manage distribution costs, and protect brand control across branded sites, metasearch engines and social commerce platforms.

Booking and conversion: Payment capabilities have become a competitive edge at the point of sale. Discussions will focus on how modern payment solutions – Buy Now, Pay Later (BNPL),



▲ Wendy Ward, UATP chief marketing officer

digital wallets, and alternative payment methods (APPs) – reduce friction and expand market access.

Mid-journey management: Between booking and travel, upgrades, changes and ancillaries represent key payment interactions. Sessions highlight how leading airlines streamline refunds, authorisation and reconciliation while turning friction points into revenue and loyalty opportunities.

Post-trip and retention: Post-travel is where loyalty is reinforced. Experts will explore how automated reconciliation, intelligent dispute resolution and seamless refund processing improve experience and efficiency in traditionally back-office functions.

Why attend?

Airline Distribution 2026 is essential for professionals leading distribution strategy, payment operations, revenue management or commercial



1



1. The event will take place at SLS Barcelona
2. A panel at the 2025 event
3. There will be lots of networking opportunities
4. An industry discussion from 2025
5. Richard Maslen, head of analysis at CAPA, will return for the 2026 event

FEATURED SPEAKERS:

Industry leaders from across the airline commerce and payments ecosystem, will include:

- **Ralph Kaiser**, president and chief executive, UATP
- **Jorge Diaz**, chief executive, AirGateway
- **Alice Ferrari**, chief executive, Kyte
- **Tom Botts**, president, Flexpay
- **Ross Veitch**, chief executive, Wego
- **Corey Vezina**, director, airline revenue optimization, Priceline
- **Ruth Spratt**, vice president UK country manager, Affirm
- **Keith Wallis**, managing director customer digital & distribution, Air Canada
- **Anthony Toth**, managing director – digital sales, United Airlines
- **Neil Geurin**, vice president, global sales, American Airlines
- **Keli Sandeman**, payment strategy manager, Virgin
- **Yuvraj Datta**, chief supply and revenue officer, Fareportal
- **Alexander Taskey**, chief executive & co-founder, Frame
- **Jeremy Dyball**, vice president global travel, Shift4
- **Christopher Petersen**, chief executive, Mica
- **Maarten Alleman**, chief executive, Perseuss
- **Peter Wolniak**, director supplier transport, Perk
- **Rhiana Stickings**, head of global supplier payments, The Flight Centre Group
- **Richard Maslen**, head of analysis, CAPA



For more information visit uatp.com

“The entire travel industry is at a pivotal moment in how we think about distribution and payments”

partnerships across travel and payments technology.

The diverse speaker roster ensures multiple viewpoints on every challenge, while curated networking enables partnerships that drive real innovation.

Registration is now open, with limited sponsorship opportunities available. For companies redefining how distribution, payments and customer experience intersect, Airline Distribution 2026 delivers the insight needed to compete effectively in an increasingly complex travel marketplace.

Event details

Airline Distribution 2026 will take place March 10-12 at the SLS Barcelona Hotel in Barcelona, Spain.

A welcome reception will be held from 6pm on March 10 at the SLS Roof Top bar, sponsored by APG Network.

Sessions on day one start at 9am after a networking breakfast and close at 5pm, before evening cocktails sponsored by PayPal.

Sessions on day two start at 9am and close at 12.40pm, when there will be a networking lunch. •



Taking the Complexity Out of Starting Your Airline

We know the technical aspects of running an airline can feel overwhelming—risky, complex, and costly. That's where we come in. Whether you need help choosing the right aircraft or managing tricky transitions in or out, we've got the expertise to guide you safely and efficiently, protecting you from risks that could impact your success.

We'll even take CAMO off your plate, backed by our experience with airlines handling large passenger volumes.

Let's make this easier for you. **Give us a call—you'll be impressed.**

CAMOsolutions
www.camo-solutions.de
 Phone: +49 40 58979853

VISIT US:



17th Asian
GHI Conference
March 31 – April 02 2026
Singapore
Stand E36



SMART PUSHBACK STARTS HERE.

Meet **Mototok** – the future of aircraft towing **Towbarless, remote-controlled, fully electric**. Its **hydraulic, sensor-guided lifting platform** protects both aircraft and team — smooth, safe, effortless. **No driving license required. Just push and go.** Engineered and built in Germany for reliability, precision, and minimal maintenance.

Take your ground handling efficiency to the next level.

LEARN MORE:







FULLY
ELECTRIC
DRIVE

REMOTE
CONTROLLED

AUTOMATIC
NOSEGEAR
LOADING



Engineered and
Made in Germany
with Passion.



Contact: www.mototok.com · info@mototok.com ·    

We've got you covered! Sales and Service in **Europe, North America, Asia and Australia.**

mototok
easy moving

Innovative remote controlled
electric-drive tugs

REGISTER OF INTEREST

David Colindres, president of the San Marino Aircraft Registry explains why aircraft registries must be built on relationships, not just regulations



▲ David Colindres says aircraft registries must change in line with shifts in aviation

For decades, aircraft registries have been viewed primarily as technical authorities. Their role was clear: issue certificates, maintain records and enforce compliance. That foundation still matters. But it is no longer enough.

Modern aviation is shaped by cross-border ownership structures, layered regulatory frameworks, and operators managing increasingly complex fleets and missions. In this environment, the most effective registries are not simply administrators. They are relationship-driven partners that operate at the intersection of compliance, operational reality and trust.

This is not a branding exercise. It is a structural shift driven by how aviation works today.

The reality behind aircraft registration

From the outside, registration appears transactional. Documents are submitted. Certificates are issued. Records are updated. In practice, it rarely unfolds quite as cleanly.

Owners are often navigating financing arrangements, lease transitions and asset restructuring. Operators are balancing maintenance schedules, crew currency, audit cycles and operational commitments. Legal teams, lessors, CAMOs and insurers are frequently involved at the same time.

Each decision has operational and commercial consequences. Timing matters. Clarity matters. Context matters.

When registry teams understand

“FROM THE OUTSIDE, REGISTRATION APPEARS TRANSACTIONAL... IN PRACTICE IT RARELY UNFOLDS QUITE AS CLEANLY”

these realities, interactions become more productive. Guidance becomes more relevant. Decision-making becomes more efficient. Over time, these repeated interactions build professional relationships that go far beyond administrative processing.

Trust is built through consistency

Trust in aviation is not created through messaging. At the San Marino Aircraft Registry, we believe it's built through behaviour.

Operators remember which authorities respond when questions arise under operational pressure. Owners remember who communicates clearly during ownership changes or compliance transitions. Maintenance organisations remember which registries provide predictable interpretation instead of shifting requirements.

Consistency creates reliability. Reliability reduces operational uncertainty. And reducing uncertainty is one of the most valuable contributions a registry can make.

This does not mean relaxing standards. It means applying them

with clarity, fairness and continuity. When expectations are stable and communication is transparent, compliance becomes collaborative rather than adversarial.

A relationship-driven future

As aviation becomes more global and interconnected, complexity will increase. Ownership structures will diversify. Operational models will continue to evolve.

In this environment, registries must position themselves as trusted partners rather than distant authorities.

That trust is built daily. Through communication. Through consistency. Through professionalism. Through reliability.

Aircraft registration will always involve regulation and compliance. But its future will be shaped by relationships.

Because aviation, at its core, remains a people-driven industry. ●



For more information on the San Marino Aircraft Registry, visit: smar.aero



PRESIDENTIAL ADDRESS

Michael Doran outlines the issues raised at the AAPA meeting in Bangkok held in November

In November, the Association of Asia Pacific Airlines (AAPA) held its 69th Assembly of the Presidents in Bangkok. Each year the Assembly brings together airline leaders, major OEMs and international media from across Asia Pacific. The 2025 event, hosted by Bangkok Airways, was attended by close to 200 delegates.

Among the delegates were CEOs and senior leaders from the AAPA affiliated airlines, including Air Astana, Air India, Air New Zealand, ANA, Bangkok Airways, Cathay Pacific, China Airlines, EVA Airways, Garuda Indonesia, Japan Airlines, Lion Group, Malaysia Airlines, Philippine Airlines, Qantas Airways, Royal Brunei, Singapore Airlines, Thai Airways and Vietnam Airlines.

Also in Bangkok were leaders from Airbus, Boeing, Embraer, GE Aerospace, Pratt & Whitney and Rolls-Royce along

with IATA director general Willie Walsh, who didn't disappoint with some pointed comments on air traffic management (ATM), sustainability, governments and profit-making OEMs.

Willie Walsh talks turkey

On a more positive note, Walsh said there was a lot to be excited about regarding air transport in Asia Pacific, now the largest market in the world with around 34% of global passenger traffic. He explained, "This is an area where you can see the true value of aviation from the economic contribution that it makes through the connectivity you get from it."

He outlined the need for "sensible investment" in ATM to match the very substantial investments being made by airlines and airports to provide additional connectivity, which is at risk of being held back by the lack of progress being made in relation to air traffic management.



1. Willie Walsh says ATM needs sensible investment in Asia Pacific
2. Japan Airlines is a long time member of AAPA
3. Embraer's Arjan Meijer says now is a pivotal time for the E2 jet
4. Mongolia's Hunnu Air has adopted Embraer E2 jets
5. AAPA's Subhas Menon is confident that 2026 will be a year of growth
6. Embraer's E190-E2 has a state-of-the-art cockpit

fellow engine maker Safran was close to 21% in 2024.

"So we're doing all the work for 6.7% and these suppliers have been doing extremely well and improving their performance during a period of massive disruption, which has added massive costs to the airline industry," said Walsh. "It really p***ed me off to hear them talking about increasing their prices because of tariffs and other supply chain issues."

AAPA is confident for 2026

AAPA reported that between January and October 2025, Asia Pacific airlines carried 322,292 international passengers, growing traffic by 10.4% over the same period in 2024. Director general Subhas Menon expressed confidence in the region's continued air transport growth through 2026, supported by resilient economies and strong passenger and cargo demand.

"Asia Pacific airlines continue to demonstrate agility in managing supply chain constraints, with capacity growth keeping pace with demand, however further escalation of tariffs could exacerbate these bottlenecks," Menon said. "Stakeholders across the aviation ecosystem must work together to navigate the evolving challenges of the external environment."

Aside from supply chain issues, many of the region's airlines have also had to deal with fallout from global conflicts, particularly the closure of Russian airspace and the war in Ukraine. Over the past 12 months, airspace over 14 countries has been closed which produced an inefficient operating environment with risks from military crossfire and spoofing of air navigation systems.

Affirming the collective target of 5% SAF utilisation by 2030, the Assembly called on governments to support fuel suppliers by establishing policy and regulations to accelerate SAF production. ●

"When you consider that the technology available to us today is so far advanced from what we've had historically, I think there is an opportunity to skip a generation of investment and look very much in the future to provide the critical support that the industry will need to keep pace with the development of airports and airlines."

With passenger demand running high, the overall mood was generally positive and enthusiastic but the common theme among the CEOs was the impact of ongoing supply chain disruptions. The leading cause of concern remains aircraft delivery delays and engine time on wing. Walsh believed most people would say the situation is not getting any worse, but added, "I think there's huge frustration that it's not getting much better."

IATA recently commissioned a report which estimated that the industry is facing additional costs of US\$11.4 billion (£8.5 billion) as a result of supply chain disruption in 2025.

"This is through a number of factors, including using older, less efficient aircraft that add to the fuel bill and maintenance costs; these are additional costs the industry can't afford to bear, and it's gone on for too long."

IATA estimates airlines will make an operating margin of about 6.7% in 2025, whereas some of the critical suppliers are making margins far in excess of that, despite being at the root of supply chain disruption. Walsh cited that in the first nine months of 2025, GE Aerospace had an operating margin of 27.6% from commercial engines and services, while



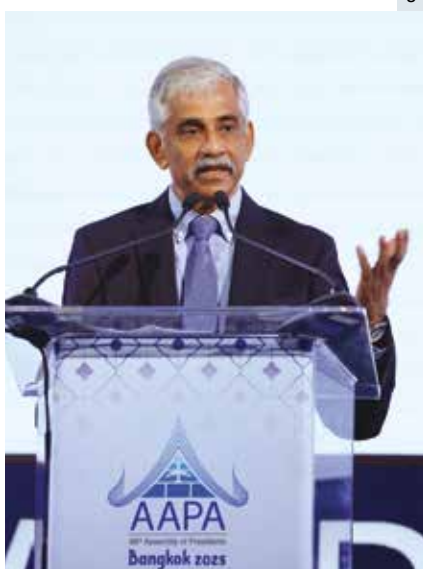
JAL
2



Embraer
3



Embraer
4



AAPA

**"YOU CAN SEE THE VALUE OF AVIATION
FROM THE CONTRIBUTION THAT IT MAKES
THROUGH THE CONNECTIVITY IT PROVIDES"**



INTEGRATED SAFETY AT EVERY ELEVATION™

Advancing safety outcomes with intuitive aviation technology, real-time data, and trusted support.



Tech Log

Compliant electronic tech log, automated maintenance workflows, and robust data capture.



Centrik 5

The all-in-one system for managing Risk, Safety, Compliance, Documents, Training, EFBs, and QMS.



MEL Manager

Purpose-built MEL creation and revision software that provides comprehensive oversight.



Smart Documents

The ultimate aviation document authoring and management system.

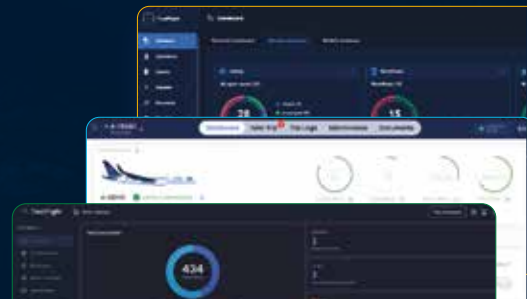


Smart Regulations

Agentic AI compliance software centralizing regulations with real-time global oversight.

trustflight.com

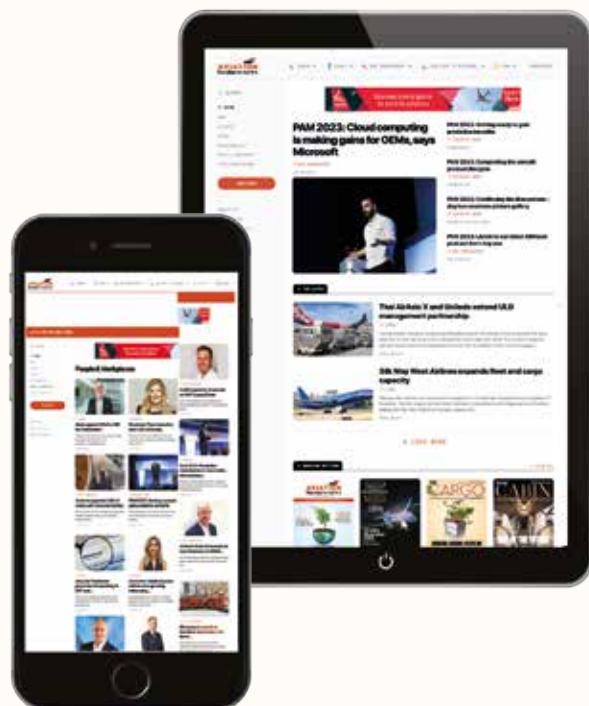
sales@trustflight.com



AVIATION business news

Exclusive features, industry interviews, expert opinion and all the latest news from the cabin, cargo, MRO and low cost & regional airline industry

aviationbusinessnews.com





ABNCAST

Uncorking the innovation bottleneck

Why Air France-KLM decided now is the right time to undergo “open heart surgery” on its core retail and distribution technology

Making the leap to move ahead with fundamental transformation of core technology in any business is fraught with risk.

No more so than in the airline industry, but this is what Air France-KLM is doing as it looks to move on from legacy retail and distribution systems that have served the carrier for decades.

Speaking on a special ABNcast – part of a series with technology partner Amadeus – Iris Taguet, programme director for modern airline retailing, likened the change to “open heart surgery”.

“We’re changing the heart of our commercial machine, without reducing any of our operation. It is complex, it is critical, you need to make sure it is worth it, and it’s the right time,” she said.

Air France-KLM announced the shift to Amadeus’ Nevio platform, as part of its wider MOON programme, in February last year at the technology developer’s Altitude 2025 conference.

But Taguet said the decision was the culmination of a process that began many years earlier in 2021 as Air France-KLM began to prepare for a future One Order world.

“Although this [One Order] concept from IATA dates back to 2015, there were just small proofs of concept by some airlines, but nothing real, nothing tangible.

One Order

“So, we started as a low key, small study to ask does it make sense, is there something we can’t do today that would be solved by One Order,” said Taguet.

She added: “The thing with technology is there’s nothing you cannot do, it’s all a question of time and a question of money.



“We’re changing the heart of our commercial machine, without reducing any of our operation”

“Is it worse to invest additional money to build workaround solutions? You can bypass all sorts of limitations with workarounds.

“It’s an opportunity to get rid of a lot of legacy and complexity in terms of business process and technology that we inherited from more than 60 years ago when the concepts were invented.

“Those concepts were created when people bought an airline fare that included everything. Now you buy an airline fare and next to that you buy everything else you need.”

Workarounds

Ghaleb Rostom, head of portfolio product management at Amadeus, said the time for workarounds has gone and it’s

time for the industry to modernise the customer experience.

“Airlines are only getting to this now because they actually were one of the first industries to use technology to take bookings worldwide from anywhere.

“And because they started very early, these technologies have become a bit of a bottleneck for innovation and user experience.

“After trying several workarounds, the conclusion is workarounds are not enough now and we really need to start afresh.

“We are taking this opportunity to modernise everything, to make sure we have something that’s modern and will support airlines, and so we are relevant for airlines for many years to come.” ●



ABNcast episodes are released weekly on the Aviation Business News YouTube channel. To make sure you don’t miss the latest editions subscribe: youtube.com/aviationbusinessnews





LEASING OUTLOOK

Michael Doran takes the pulse
of the regional aircraft market

◀ TrueNoord mainly
leases aircraft in the
50-100 seat class
▼ Avolon is one of
the larger lessors

Regional airlines played a vital role during the pandemic by keeping communities connected and transporting urgently needed medical personnel and supplies and emergency services throughout their regions. Many of those carriers relied on aircraft lessors for financial support during the tough times and now the lessor segment is emerging from its own post-pandemic consolidation even stronger.

Two of the largest regional-focused lessors, Nordic Aviation Capital (NAC) and Falko, have changed ownership, with NAC taken over by Dubai's DAE Capital last year and Falko acquired by New York-based HPS Investment Partners in December 2024. According to analysts Cirium, in 2024 NAC was the largest regional lessor with 209 turboprops and E-Jets in service, storage or on order, with Falko second at 202 aircraft.

DAE Capital has taken over the largest lessor mantle with 260 regional aircraft, although that will change due to a planned sale of 49 Embraer jets to fellow lessor Azorra. These ownership changes are a major shake-up in the regional leasing market and to gauge their impact

Low Cost and Regional Airline Business

spoke with Anne-Bart Tieleman, chief executive of regional aircraft leasing specialists TrueNoord.

When asked about the impact of consolidation, Tieleman said it showed that the industry is further professionalising in the sense that despite being a relatively young market regional aircraft leasing is growing and consolidating, which is what has happened in the broader narrowbody and widebody sector with larger lessors such as AerCap, Avolon and others.

"The regional sector has always lagged a little bit in that development but our part of the industry is further maturing, and consolidation is happening with NAC going into Chapter 11 since Covid-19 and Falko being sold to HPS," he explains. "It happened earlier in the bigger leasing companies and now it's happening in the regional sector; and we'll have to wait and see where it ends."

TrueNoord's specialism is leasing and managing regional aircraft in the 50-100 seat class, where it has been steadily growing the fleet under lease. Tieleman sees good opportunities for more growth with Embraer E1 and the newer E2 aircraft, particularly in Asia, though he cautions that may take time to fully develop.

"You need to be patient but there is so much opportunity in that region where the group of people that want to fly is also growing," he says. "The industry has focused on prime city connections but, over time, secondary and tertiary cities will be connected and with less demand smaller regional aircraft will be needed. That's where the more than 100-seat crossover jets like the E2s and A220s will

**"SINCE COVID-19,
AIRLINES HAVE
BECOME MUCH
SMARTER AND
NOW IT'S ABOUT
RIGHT-SIZING"**



“THE EMERGENCE OF LONGER-RANGE SINGLE-AISLE AIRCRAFT IS CHANGING THE AVIATION LANDSCAPE”

find their routes, and that's a market we service so we will grow along with that part of the industry.”

The emergence of longer-range single-aisle aircraft such as the Airbus A220 and Embraer E2 jets is changing the aviation landscape, offering regional airlines the opportunity to open medium-haul, thinner routes that may not have been viable with previous generation or larger, less efficient aircraft.

Tieleman explains: “Since Covid-19, airlines have become much smarter and now it's really about right-sizing by growing the seats they offer on a route with increased frequency. They fly more often but with smaller aircraft which increases yield, which is another reason why you see more interest in smaller aircraft.

“Take, for example, what Porter Airlines is doing in Canada, Breeze in the US and Widerøe in Europe: the smaller longer-range aircraft like the E2 and A220 open markets were just not there or were not economical to serve before. Now they fly north-south and east-west with much longer ranges,” Tieleman concludes.

Aircraft availability

In its 2025-2044 Market Outlook, turboprop manufacturer ATR forecasts the need for 2,100 new passenger and 500 freighter turboprop airplanes over the next 20 years. At the end of 2024, the global fleet stood at 1,650 aircraft and that is forecast to increase to 2,585 by 2044, with the majority of that growth happening in the Asia-Pacific and India region.

ATR expects that Asia-Pacific will add 835 new turboprop passenger aircraft, Europe/CIS 360, North America 255, Africa 240, India 210 and Latin America 200. A third of turboprop traffic is deployed on peripheral regions with no other viable means of transport and 50% of turboprop routes serve a social purpose, with 80% of Public Service Obligation routes in the European Union flown by turboprops.

As De Havilland is not currently producing its Dash 8s, ATR is virtually the lone supplier in this market; in 2024, it delivered 35 aircraft and secured 56 new orders, closing with a backlog of more than 150 aircraft. If nothing changes on the supplier front, ATR would need to treble its delivery rate to meet the market demand for 2,100 new passenger aircraft by 2044.

The ATR forecast shows that 1,100 new turboprops are needed to replace retiring aircraft because ageing fleets and

limited aircraft production has seen more aircraft retiring than entering the market. The fundamental issue is a shortage of new aircraft and the pool of readily available used turboprops is shrinking, particularly as De Havilland's upgrade programme for pre-owned Dash 8s gains wider acceptance.

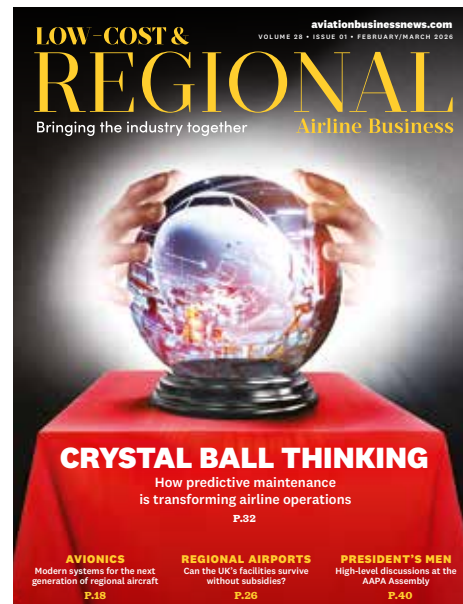
Is wet leasing an answer?

Lessors will face the same issue as they look to secure new aircraft over the coming decade, so they are watching developments at De Havilland closely for any signs of Dash 8 production restarting. In the meantime, they may need to embrace upgrade programmes for existing turboprops to keep the fleet operational while extra resources for new aircraft are established.

Putting new aircraft availability to one side, airlines across the industry are turning increasingly to using wet-leased aircraft to cover for new aircraft unavailability, trialling out new routes and countering pilot and cabin crew shortages. ACMI (aircraft, crew, maintenance and insurance) or wet leases also allow airlines to maintain schedules and connectivity without committing to long-term fleet costs. ●



▲ TrueNoord CEO Anne-Bart Tieleman
◀ Smaller airlines such as India's FLY91 benefit from the flexibility of leasing




AVIATION
business news

Exclusive features, industry interviews, expert opinion
and all the latest news from the cabin, cargo, MRO
and low cost & regional airline industry

aviationbusinessnews.com



ENVIRONMENTAL OPPORTUNITIES

A new UK passenger study suggests airlines may be missing a major opportunity to boost trust, spend and loyalty through more visible sustainability initiatives available to passengers.

The report, *A Greener Passenger Experience, A Smarter Airline Strategy*, has been commissioned by World Travel Catering & Onboard Services Expo (WTCE) and is based on a survey of 2,000 UK travellers. Written in collaboration with Matt Crane, founder of The Aviation Sustainability Forum (ASF) and WTCE sustainability ambassador, it reveals what it describes as a 'sustainability gap' between what passengers say they want and what they see from airlines today.

Passenger inaction

More than half of UK travellers (51%) say sustainability matters when choosing an airline, yet 68% admit they have never actually selected a carrier based on environmental credentials. While this motivation-action disconnect persists at the booking stage, sustainability plays a more significant role once onboard. The report says that 42% of passengers say their purchasing decisions in the cabin are influenced by visible eco-friendly cues such as reduced plastics, recycling practices or greener product options.

The research also uncovers a meaningful willingness to pay for greener choices. Over a third of travellers (37%) say they would accept a premium for more sustainable onboard options, with most comfortable paying between 6-10% more. However, despite this appetite, only 14% of respondents currently consider airlines to be genuinely sustainable, underscoring a widespread trust deficit.

Encouragingly, 40% believe the industry is moving in the right direction, suggesting that clearer communication and more visible action could shift

perception further. The findings also shed light on the scale of the catering waste challenge, with 18% of complimentary food and beverage going untouched – which is a strong indicator of where operational efficiencies and environmental improvements can align.

Indicator of progress

According to Crane, waste is the most powerful and immediate signal available to airlines because passengers can see its impact directly. "Waste reduction is tangible. If airlines make these improvements visible, they can close the trust gap quickly," he says.

Crane also believes that loyalty schemes can be used to simultaneously increase customer retention and drive consumer engagement in environmental best practices.

"Avios remains one of British Airways' most powerful loyalty levers. For many travellers, the drive to earn and retain tier status is as influential as price or convenience. Integrating sustainability into that ecosystem and rewarding lower-carbon choices with Avios, for example, could transform responsible travel from a moral preference into a measurable loyalty incentive," Crane notes in the report.

WTCE retail technology ambassador and founder of ExpAir, Kai Kosicki adds that sustainability has evolved into a defining product feature in inflight retail and hospitality, influencing not only how passengers perceive brands but also how they choose to spend onboard. "When airlines integrate sustainability into their retail and catering offer, it doesn't just improve brand credibility – it directly drives engagement and spend," says Kosicki.

"From a retail perspective, sustainability has become a product feature. Passengers want to buy something that feels good ethically, and

51%

Over half of airline passengers say that environmental choices matter to them, but...

68%

...say they have never acted on it when choosing a carrier



▲ Kai Kosicki

not just emotionally. We're seeing growing demand for eco-certified items onboard but, equally, passengers expect airlines to lead by example. Recyclable packaging, transparent sourcing and circular retail models can all drive both trust and spend," he adds.

Commercial strategies

The report also points to several operational and commercial strategies that could help airlines respond to this shifting passenger mindset. Smarter loading models and pre-order systems offer opportunities to significantly reduce waste while improving service accuracy.

Moves toward plastic-free, recyclable or mono-material packaging can strengthen both environmental performance and brand credibility too, according to the report. It concludes that such measures once put in place can offer airlines an opportunity to enhance both perception and performance. ●

Read the full report and find out more about the expo at: worldtravelcateringexpo.com

▼ Matt Crane



"WASTE REDUCTION IS TANGIBLE. IF AIRLINES MAKE THESE IMPROVEMENTS VISIBLE, THEY CAN CLOSE THE TRUST GAP QUICKLY"

Circularity Revolution

John Kennedy is CEO of reprocessed leather supplier Gen Phoenix

Our material on an LCA (Life Cycle Assessment) basis is at least 80% lower carbon footprint than an equivalent leather material which we typically replace.

Driving rapid adoption, meaning you can produce at scale, is possible once you have a product that is truly competitive on price and performance.

Another saying that we have in our company is that sustainability only matters at scale. If you make just a handful of seats or a few shoes and bags to take to a show then you might get some interesting headlines, and there's nothing bad about that, but if you really want to move the dial on sustainability, you must produce at scale.

The carbon story is an important part of our value proposition. However, we think not just of carbon reduction, but of waste. There's enough stuff in the world already and we should find a use for other people's waste to stop it going to landfill and find a better, higher purpose for it... so that is exactly what we've done.

We're not a company that has pivoted towards sustainability – we were founded on it. Waste reuse and a durable product are our propositions.

Consumer expectations

Another key point is that we're also in the consumer market with products in footwear, leather goods and accessories for electronics. We produce official cases for the Amazon Kindle, and material for Dr. Martens footwear and Coach bags and accessories [both Dr. Martens and Coach are major investors in the business].

We have asked consumers what their sustainability expectations are. One point to come out of this research is that we are expected by the new generation to already be doing the right thing. They shouldn't have to necessarily deliberately select a sustainable flight or a sustainable pair of shoes. They just want a great product at the right price from a partner they can trust to have already done the research and implemented best environmental practices.

Finally, we are part of the journey towards circularity. At the moment, we supply materials



that are using recycled leather [offcuts from the production process] that would have gone into landfill.

However, we are on a mission towards circularity. And we have demonstrated that we have the technology and the solution to be able to bring circularity. Whether it be end of life seat covers, end of life shoes or bag material; we're able to reprocess all of those, and have them perform as well as the material that we currently provide today.

We're ready and we're working alongside industry leaders and pioneers on questions such as how do we manage the reverse logistics? How do we assure consistency and how do we do this in a commercially viable way? I think we're on the cusp of a circularity revolution. ●

Extract from a speech made by John Kennedy at an event held in January

200

Gen Phoenix is currently working with 200 airlines and seat suppliers

“IF YOU REALLY WANT TO MOVE THE DIAL ON SUSTAINABILITY, YOU MUST PRODUCE AT SCALE”

LOW-COST & REGIONAL

Airline Business

SUBSCRIBE
NOW



Low Cost & Regional Airline Business magazine is dedicated to analysing business strategies in the low-cost and regional airline industries.

Reaching an audience of over 24,000 key decision-makers, globally, we aim to keep you fully informed of the latest news and developments from specific airlines, manufacturers and suppliers.

 aviationbusinessnews.com/subscribe

BFG AEROSPACE

Complete PT6A & JT15D Lifecycle Solutions

We Acquire.
We Restore.
We Redistribute.

BFG Aerospace drives strategic performance across the PT6A and JT15D aftermarket. We acquire, manage, lease, trade and source - minimizing downtime, unlocking asset value, and delivering uninterrupted fleet performance.

bfgaero.com | +1 443 241 2833