



**Interavia Consulting**

# Aviation Advisory

Airline & Corporate





*Interavia's base is at London's Farnborough Airport*

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Airbus A320



## The Company ...

Interavia is a private European company providing airline and aviation advisory, project management, operations and technical consultancy services around the globe. Integrity and confidentiality are key to our business strategy.

The founding members comprise a group of industry professionals with a history of managing all aspects of complex multi-faceted airline and aviation businesses. A diverse range of projects have been successfully completed in more than fifty countries across all continents, team-members having been engaged by major and regional airlines, aircraft manufacturers, airports, banks and financiers, lessors, attorneys, government agencies, multi-national corporates and others.

A dedicated, uncompromising team of aviation specialists - committed to excellence, nothing less, and with the skills to be effective in today's environment to the highest possible standards of customer service, safety, security & quality management.

We are a team of professional directors, managers, administrators, operations personnel, pilots and engineers based across the globe, each with extensive experience over many years of key aspects of complex multi-faceted commercial and private flight operations in all environments.

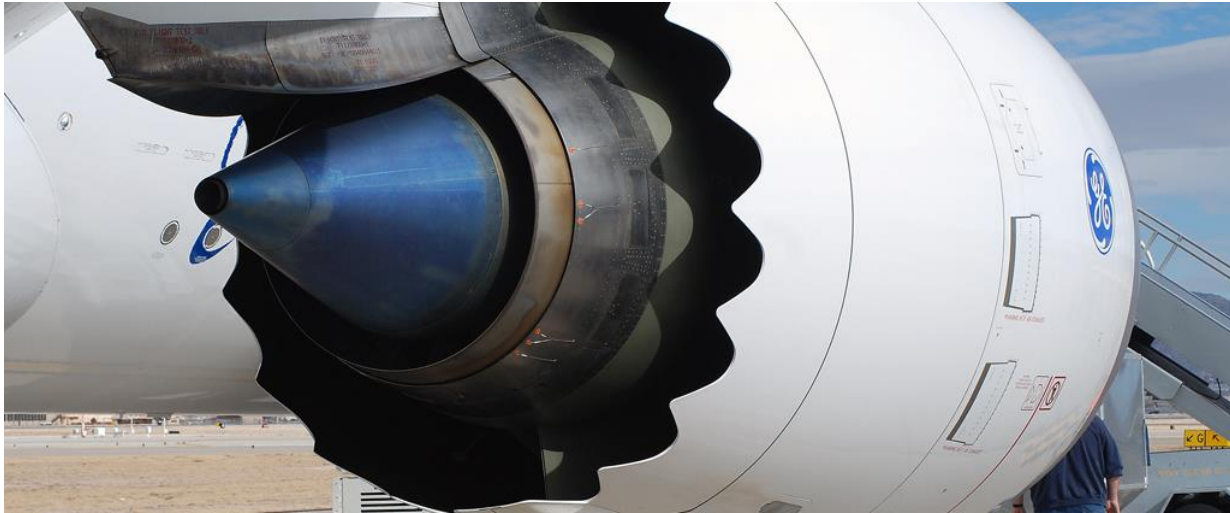
The team has proven expertise in the ownership, management, operation and engineering/maintenance of all principal jet and turboprop airliners and business jet aircraft, including almost all Airbus, Boeing, Bombardier, Citation, Embraer, Falcon, Gulfstream and Hawker models and Airbus, Bell, Leonardo and Sikorsky helicopters.

A solution-driven boutique aviation consultancy, focused on providing objective advice and recommendations based on relevant experience, proprietary modelling and validated interpretation of both public and non-public data.



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GENx Powerplant  
Boeing 787 Dreamliner

## History ...

The team behind Interavia was among the first in the World to sign a purchase contract for the Boeing 787 Dreamliner and the very first to sign a purchase agreement for its General Electric GENx powerplant.

Members of the team, each typically having well in excess of 25 years relevant management experience, have handled hundreds of aircraft transactions overseeing purchase and support service contracting, technical surveys, pre-purchase inspections, new and used aircraft deliveries, lease returns, major modifications, entry-into-service and day-to-day operations.

A wealth of knowledge and experience gained in all areas of airline and aviation management, with several hundred years of combined international management experience in the sector.

Skills cover every aspect of aviation and airline operations, flight and ground operations, engineering & maintenance, strategic planning, licensing, network planning, aircraft performance, aircraft acquisitions and trading, aircraft finance & leasing, cost and route analysis, finance & treasury, accounting, change management, human resources, fares & tariffs, revenue management, sales & marketing, purchasing and contracting, training, customer service, security and safety management.

Other members of our team have enjoyed careers in national and international aviation legal matters, regulation and oversight, MRO set-up and procedures development, powerplants, insurance, air transport infrastructure, airport planning and management, air cargo, VIP & corporate aviation, business jet cabin design, flight training, engineer training, helicopter and float-plane operations. Experience in VIP and corporate aviation dates back to the early 'eighties.

Internal resources are supported by an exclusive network of close associates. Each are specialists in their respective fields, called upon to undertake particular aspects where their proven specialities and experience are of direct benefit.



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ATR42-500



## Project Management ...

**Case Study:** Interavia was retained by a major global oil company to assist with the transition of a Fokker F27 fleet serving the Oman desert oilfields to the ATR42, including contractor pre-qualification to the oil company's defined written standards and extensive cost-benchmarking. Subsequently, Interavia was retained to assist in the later upgrade to Boeing 737NG equipment. All new aircraft types successfully introduced.

**Case Study:** Interavia was retained by the UHNWI owner of a biz-airliner to oversee a heavy major maintenance inspection of his aircraft, evaluating work quality and content while ensuring fair billing throughout. With man-hours and all other costs strictly controlled, project savings of several hundred thousand US Dollars were evidenced.

**Case Study:** Interavia was retained by a Middle East corporate jet owner to oversee an extensive cabin refurbishment project, later extended to include stripping & repainting, an improved cabin communications system and a FANS upgrade. The arrangement led to comprehensive restructuring of and more favourable support agreements with the airframe and avionics manufacturers, and other non-expected and financially superior benefits for the owner amounting to a significant seven-figure sum. Subsequently retained to audit management company, issue RFPs for and oversee major check, review alternative and negotiate detailed enhanced support programmes.

The Interavia team offers hands-on real-world experience of airline commercial management, encompassing scheduled and charter passenger and cargo operations, IATA and non-IATA, major flag carrier and low-cost carrier.

Flight operations expertise covers initial licensing, safety and technical management for scheduled and regional airlines, corporate jet and helicopter operations.

The team has the necessary experience, history and qualifications to establish and work professionally and expeditiously with multiple authorities, including, among others, the European Aviation Safety Agency (EASA) and the United States Federal Aviation Administration (FAA).



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Boeing Business Jet (BBJ)

## Audit & Investigation ...

**Case Study:** Interavia was retained to audit a southeast Asian BBJ corporate flight department at the request of the UHNWI Principal's Finance Director, only to find one of the best examples ever seen of a well-run private flight department. The audit was therefore concluded by the Interavia team early so as to reduce cost for the Principal and the very few material findings discussed openly; other findings being seen to be under effective remedial action by the departmental team and not deserving of further unnecessary or adversarial reporting.

**Case Study:** Interavia was retained to audit an established multi-aircraft European commercial AOC business jet operator on behalf of an aircraft owner, finding few operational deficiencies however a large number of contractual and financial irregularities. This led to a full forensic audit, supported further by Interavia, and ultimately to the closing down of the operator concerned within a matter of weeks and coordinated transfer of all aircraft under management to other operators.

**Case Study:** Interavia was retained to investigate an un-documented lightning strike on a large trans-global business jet operated by a well-known commercial operator on behalf of the aircraft's UHNWI owner. A number of interviews were conducted, and evidence established. *Un-reported lightning strikes on aircraft have been known to have caused significant damage to electronics and the delamination of critical composite structures.*

**Case Study:** Interavia team members were requested to investigate apparent misreporting of aircraft use by a commercial operator, resulting in the tracing of duplicate flight records and uncovering fraudulent activity by the operator concerned.

**Case Study:** Interavia team members were requested to review purchase and lease documentation relating to a fleet of airline aircraft, resulting in the successful and immediate recovery of several million dollars in undisputed funds.

With expertise over many decades, including supporting forensic audits and fraud investigations, the Interavia team provides the capability to professionally interpret available information while also the know-how required to look in the right places for additional cross-references.

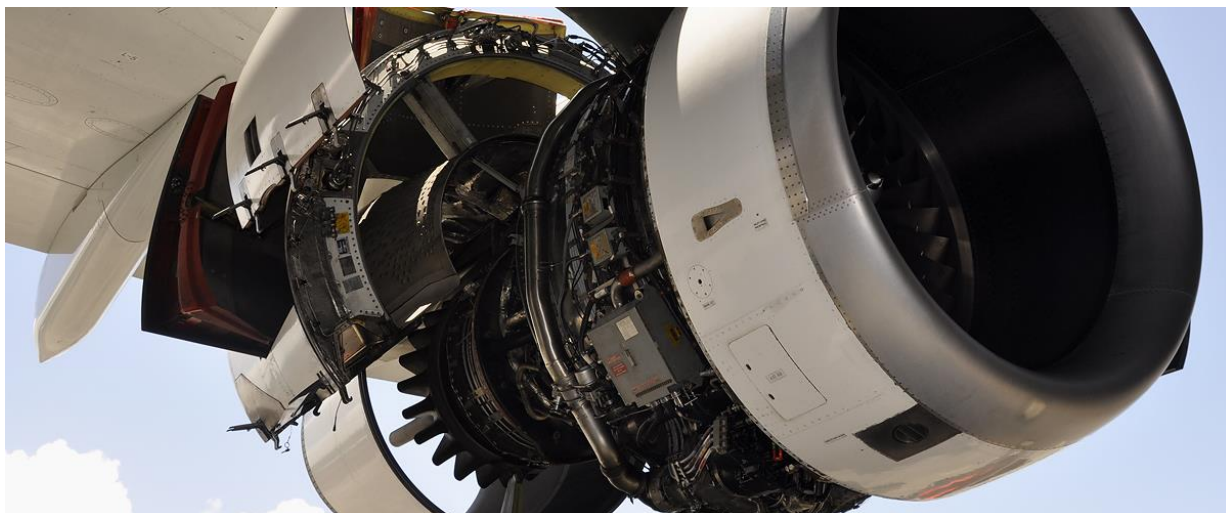


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CFM56 Powerplant



## Asset Protection ...

**Case Study:** Interavia was retained by financiers to both physically secure and then arrange and oversee compliant maintenance for a Falcon business jet detained in Europe, together with the onward sale and successful subsequent delivery of the aircraft to a new owner.

**Case Study:** Interavia was retained by financiers to advise in the recovery, de-registration, compliance oversight and remarketing of a pair of widebody aircraft leased to a distressed lessee.

Interavia has been retained to advise and assist generally with detention, and to oversee the secure and compliant preservation together with necessary preventative maintenance for several aircraft detained and held under a number of Court Orders, including widebody airline types and all leading business jet models, in some cases with subsequent redelivery of aircraft to debtors having settled payment obligations. We have also assisted in coordinating technical support and liaison with interested parties for initial seizure and insurance, along with subsequent ferry flights, secure parking, de-registration and re-registration, and recovery and presentation of records.

Supporting the financial and legal community, Interavia is able to quickly and discreetly put into place the logistics, insurance, storage, care and maintenance of almost any type and model of aircraft.



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## Aircraft Model Evaluation ...

**Case Study:** Interavia was retained by a Middle East UHNWI to review and evaluate competing Bombardier, Falcon and Gulfstream products against precise requirements. The selected aircraft was then ordered direct from the manufacturer however with extensive negotiation support in respect of required terms, pricing, equipment and cabin options and delivery, against numerous competing 'broker' offerings that did not stand up to close scrutiny. Aircraft purchased and entered service, fully meeting buyer's defined requirements.

**Case Study:** Interavia was retained by a Russian UHNWI to review and evaluate competing Airbus ACJ and Boeing BBJ models against precise requirements, leading to a new aircraft order with a non-standard yet negotiated structured transaction.

**Case Study:** Interavia was retained by a purchaser client to review alternative powerplant options for its acquisition from a major aircraft OEM, with the Company sending highly experienced powerplant specialists to the competing engine manufacturer facilities, reviewing and evaluating engine issues as had been experienced globally, and assisting in all phases of subsequent negotiation. Powerplant make & model selected following report and negotiation.

We provide a comprehensive knowledge of the precise characteristics, performance and operational considerations associated with each model, including engineering and maintenance issues, critical or preferred options, build and maintenance status.

Totally impartial, we are able to advise on these issues, along with true costs of ownership and life cycle costs, identifying the most suitable aircraft for a given operation whether it be commercial or for business use. Having experience of operating many types and models across the globe, our advice is highly relevant to selecting the right aircraft for intended missions.



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Gulfstream 650ER



## New Aircraft Contracting, Options ...

**Case Study:** Interavia was retained by a European UHNWI to lead negotiations with a manufacturer for two new long-range business jets, resulting in the purchase of such aircraft better meeting the buyer's specific requirements and under terms not routinely seen in such transactions.

**Case Study:** Interavia was retained by a high profile UHNWI to advise on optimum pricing and critical contract issues for the acquisition of a new long-range business jet, having previously advised on matters relating to aircraft for the same principal. Aircraft purchased.

Retained directly to advise buyers with factory-new acquisitions – whether airline or corporate – we act solely for the buyer. Being fully aware of industry processes and norms, hard and soft contract terms, desirable terms and features, we assist your team secure the optimum from negotiations whether with a single OEM or competing OEMs with considered advice throughout the acquisition process.

While your own team may well have relevant skills, we can provide additional support, current knowledge and extensive experience to aid the process through to successful delivery and entry-into-service, helping get the best from negotiations and eliminate surprises. We constantly keep abreast of developments, trends, values and historic transaction data using publicly available and internal proprietary data, detailed knowledge and experience of multiple operations and transactions over many years, current research and continuous critical analysis.



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Airbus A321 during re-paint

## Fleet Restructuring, Lessor Mediation ...

**Case Study:** Interavia was retained by several banking entities and PE funds to perform reviews of leading aircraft lessors and separately a number of airlines across the globe, in order to opine on various risk factors associated with industry failures, lease rental holidays, early aircraft retirements, break-up for parts, and adjustments to type/model aircraft residual values as a consequence of Covid-19.

**Case Study:** Interavia was retained by an international management consulting client to opine on fleet lease costs and structures forming a key component of an airline's turnaround strategy.

**Case Study:** Interavia was retained by an airline client to assist with the restructuring of its wide-body fleet, resulting in the acquisition of new wide-body equipment from a major lessor.

Interavia has been retained by a number of entities to opine on aircraft values and strategic options for aircraft types ranging from each of the most popular business jet models through to wide-body airliners including Boeing 777, 787 and Airbus A330 and A380.

Airline fleets evolve over time, while business models and objectives must frequently change with markets. We can assist review, providing specialist assistance to airlines and other fleet operators, working with management in defining optimum fleet composition.

We can skilfully renegotiate leases, early returns, lease extensions, options, sale & leasebacks, also the re-scheduling and refinancing of deliveries and, where applicable, restructuring orders and model mixes.



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Boeing 737NG



## Aircraft Remarketing ...

**Case Study:** Interavia was retained to value an aircraft fleet and determine a preferred exit strategy for a European financier exposed to a US airline in Chapter 11 Administration.

Interavia has been retained by a number of entities to manage and oversee the effective and transparent remarketing of multiple business jet and airline aircraft.

We constantly track every jet aircraft on the global market to ensure up-to-date information on trends, availability, pricing and status. Particular focus is on aircraft on the discreet market, not otherwise advised or known to be available.

In remarketing aircraft, we can provide an assessment of value, prepare the aircraft and records for sale, also filtering enquiries and arranging inspections by qualified buyers. In the meantime, we can arrange discreet asset protection, interim secure storage, care and maintenance and records retrieval.

Interavia can fully assist buyers in preparing conditional purchase offers, in determining pre-purchase inspection guidelines and ensuring proper oversight, also source maintenance, upgrade, refurbishment, training and finance solutions to smooth the transaction process, including ownership structures, certification, import, registration, insurance, also coordinating a turn-key entry-into-service where required.



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## Manuals & Procedures ...

**Case Study:** Interavia was retained by an oil services company to source and acquire its first aircraft, select crews and establish a turn-key flight department complete with manuals, forms, and procedures for safe and cost-effective operation worldwide. Interavia went on to negotiate and manage the acquisition of the client's first factory-new aircraft.

**Case Study:** Interavia was retained to source and acquire a large long-range business jet aircraft for a global mining company, select crews, draft manuals, develop procedures, and establish a turn-key flight department. Aircraft managed by associate company for some ten years.

**Case Study:** Interavia was retained by a commercial aircraft owner to draft and prepare a suite of manuals, written procedures and forms for the establishment and certification of a base & line maintenance organisation serving its fleet of owned regional airline passenger aircraft. This included the creation of an Exposition, written Maintenance Procedures and a documented Safety Management System for approval, and the provision of human factors training to designated personnel.

Interavia team-members have been involved in the establishment and management of numerous flight operations worldwide, passenger and cargo, global carrier and island-hopping commuter, from initial AOC application through to all aspects of efficient entry into service. We have been engaged in developing business plans supporting start-ups, turnarounds, privatisation, mergers and acquisitions, in providing due diligence support for leading advisory firms, and involved in the introduction and entry-into-service of multiple and diverse types.

The team has also had experience over many years of developing Business Cases for substantial investments and strategies yet being fully prepared to analyse objectively the merits or otherwise of a given case.



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Boeing 777-200



## Consulting, Expert Witness ...

**Case Study:** Interavia was retained by an attorney client acting on behalf of an airport authority to opine and act as Expert Witness in the case of an alleged significant diminution of value of a large business jet suffering minor superficial damage requiring certain replacement parts (but no structural repair) and returned to service within a few days of a ground handling incident.

**Case Study:** Interavia was retained by an attorney client acting on behalf of a buyer to opine on seller compliance and actual delivery condition of an airline category aircraft purchased under a frustrated transaction.

**Case Study:** Interavia was retained by an attorney client acting on behalf of a seller to opine on matters relating to Pre-Purchase Inspection findings and related management contract issues raised with a prominent business jet management company.

**Case Study:** Interavia was retained by an attorney client acting on behalf of an interested party and under a Court Order in connection with the inspection, condition assessment and valuation of a VIP airliner.

**Case Study:** Interavia was retained by a major global financier to opine on the individual aircraft values of a target M&A airline group. In a separate case, the Company provided critical expertise to assist in the evaluation of lease and finance arrangements for a substantial widebody fleet the subject of a potential industry M&A.

**Case Study:** Interavia was retained by a Middle East investor to review and report on a possible significant OEM acquisition, assisting in evaluating facilities, assets and liabilities, key management and program status.

**Case Study:** Interavia was retained by a sophisticated investor wishing to evaluate the market prospects and business plan of a start-up airline and to support negotiations with potential target acquisitions as an alternative to a fresh start-up.

Our team of experts is at your disposal.



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Challenger 604

## Engagement Process ...

The highest ethical standards are applied to all projects that we undertake, in particular in areas of the application of relevant experience and expertise, process management, impartiality, best practice and cost management.

Strict Terms of Reference are put in writing, defining agreed deliverables and cost, with a named point of contact throughout the process.

One or more named senior project consultants together with a single point-of-contact are identified at contract inception. Terms of reference and deliverables are agreed with clients in advance of engagement, along with fees and expenses, all based on the client's precise requirements. Surprises are eliminated.

Any potential conflicts of interest are properly identified and dealt with in advance, ensuring representation of an individual client's best interests at all times.

Research conducted is impartial, with recommendations based on sound and relevant experience. All activity is comprehensively documented, with reporting in an agreed format fully supported as appropriate.



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Boeing 737-800



## Team ...



**Gary J Palin, Managing Director**

40 years' aviation management experience. Accountable manager since early 'eighties. Managed several airline and private jet operations worldwide and overseen more than 300 aircraft transactions. Former CEO of two regional airlines. Head of Aircraft Acquisitions & Leasing, Air 2000 & First Choice Airways (TUI), leading Boeing 787/GENx acquisition and contracting team. Parallel corporate aviation experience since 1983.



**Mark R German, Associate Director & Head of Technical Services**

30+ years' aircraft engineering and maintenance experience. Former Head of Aircraft Management at TUI airline group, responsible for combined fleet of several constituent TUI airlines across Europe. Project manager responsible for entry-into-service of Boeing 787. Parallel corporate aviation experience since 2015. Associated with Team since 2015.



**Tunde Ajayi, Senior Associate (West Africa)**

Over 35 years' experience in aviation sector and in the oil industry. Engaged in airline start-ups, strategic expansion and advisory services both in the private and public sectors. Parallel regional corporate aviation sector experience. Associated with Team since inception. Based Lagos.



**Capt. Nick Berryman, Senior Associate & Flight Standards Specialist**

40+ years' global aviation experience. Former UK Royal Air Force fast jet instructor. Later airline captain on Airbus widebody types, Captain and instructor on Bombardier Global models. Associated with Team since inception.



**Mike Cappuccitti, Associate Director (Gulf States) & VIP Aircraft Operations Specialist**

Over 40 years' aviation experience, commencing his career as an Air Force pilot rising to Officer Commanding Head of State VIP flight. Later Sales Director (EMEA) for Bombardier where he led a significant number of jet sales transactions for the manufacturer. Subsequently launched VIP modification of CRJ regional airliner. Associated with Team since 2008. Based Dubai.



**Andrew Jones, Senior Associate & Compliance Specialist**

40+ years' global aviation operations experience. Former airline Operations Manager and current as European EASA compliance specialist and auditor. Parallel corporate aviation experience since 2010. Associated with Team since inception.



**Sam Kneifati, Senior Associate (MENA Region)**

Over 35 years' experience in regional and global business as director and senior manager. Corporate aviation sector experience for over 20 years. Associated with Team since inception.



**Laima Matkeviciute, Senior Associate & Passenger Service Specialist**

20+ years' experience as senior VIP cabin crew, serving as airline and VVIP Head of State Flight Attendant and subsequently for high profile international private and corporate owners in various sectors. Founder, Private Jet Concierge Limited. Associated with Team since inception



**Roger Murphy, Senior Associate (Americas) & Airport Logistics Specialist**

40 years' experience in airport ground handling and station management, having established stations for a number of leading airlines in Europe and the Americas. Former airline Operations Manager (Europe, global airline), CEO (Africa), and as Director of Operations and Accountable Manager for each flight, airport, ground and maintenance operations. Associated with Team since inception. Based Turks & Caicos.



**Jack Raymond, Senior Associate & Air Cargo Specialist**

Over 30 years' experience in aircraft and airport operations, charter and sales, for both passenger and cargo. Former Managing Director of ground handling company at the UK's Manchester Airport. Associated with Team since inception.



**Rene Roberge, Senior Associate & Aircraft Completions Specialist**

30+ years' experience as aircraft engineer, initially with Canadian Air Force, later as a specialist engaged in multiple corporate aircraft completions and business jet and airline acceptance. Associated with Team since 2012. Based Montreal.



**Capt. Paul Stephenson, Adviser – Flight Operations**

20+ years' global corporate aviation experience. Former London Metropolitan Police Detective. Captain and instructor on Falcon (EASy flight-deck) and Gulfstream models. Associated with Team since inception.



**Capt. Brian Teeder, Senior Associate & Helicopter Operations Specialist**

40+ years' global aviation experience as heavy transport helicopter pilot, instructor and examiner. Former Aviation Manager, Auditor and later Head of Standards, Shell Aircraft for fixed-wing and rotary operations worldwide. Associated with Team since inception.



**Capt. Ulrik Wiinblad-Rasmussen, Senior Associate & Flight Standards Specialist**

40+ years' global aviation experience. Former Boeing 747-400 captain, British Airways, and management pilot at SAS Commuter and Maersk (Denmark). Based Lyon.



**Keith Wright, Senior Associate & Aircraft Powerplants Specialist**

40+ years' aircraft engine experience, including over 15 in overall powerplant management for large airline fleets, including Thomson Airways (TUI) where he later was also head of commercial engineering contracts. Former Rolls-Royce customer support engineer. Has held responsibility for significant fleets of CFM, GE and RR engines on-wing and off-wing. Led TUI's GENx Boeing 787 engine evaluation and its subsequent entry-into-service



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#### **IMPORTANT NOTE**

All business is conducted in accordance with our Standard Terms & Conditions of Business available as a download from [www.interaviagroup.com](http://www.interaviagroup.com) or otherwise upon request.

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