

The UPDATE Report



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Conference Update

2005 Conference a Success

On pages 75 - 85 of this issue, you will find descriptions of many of the major presentations from this year's ASA Annual Conference. There was so much meat to this year's conference that the first half of the conference proceedings were published in a double issue last month, with the remainder being published in this month's double issue.

For those of you who attended this year's Annual Conference, these descriptions may trigger your memory of some of the key points addressed by the speakers. There was a lot of good information exchanged - we hope that you can take maximum advantage of it, but we also recognize how tough it can be to remember everything that you heard at the Conference. Read through these summations and if your memory is jogged, please be sure to review the entire presentation in your Conference notebook.

These summations will also let you see what you missed if you were unable to attend a session or workshop.

For those of you who were unable to attend, hopefully this will give you a flavor of the material that you missed, and provide you with at least little guidance on some of the issues that your competitors are now racing to address. As always, a copy of the conference materials is available for \$75. Just contact ASA for your copy!

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is a monthly newsletter of the Aviation Suppliers Association. Questions and/or comments should be addressed to:

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THE UPDATE REPORT

provides timely information to help Association members and readers keep abreast of the changes within the aviation supply industry.

THE UPDATE REPORT

is just one of the many benefits that the Aviation Suppliers Association offers members. For information on ASA-100, the ASA Accreditation Program, Conferences, Workshops, FAA guidance like Advisory Circulars, Industry Memos, or services and benefits, contact the Association.

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I am pleased to announce that our recent election of four members of the Association's Board of Directors was concluded successfully. Deb Maier (Boeing Commercial Airplanes), Mike Molli (SAS Component A/S), Roy Resto (Tracer Corporation) and Karen Odegard (Pacific Aero Tech) were elected to two year terms on the ASA Board.

Deb Maier has been advising the Board as a special appointee under the Association bylaws. ASA welcomes her on her first election to the Board. In her short time as a Board appointee, I think many of you have gotten to know Deb, and she has been very active on behalf of the Association, including working with us on the 8130-3 Petition for Exemption. We are very pleased to have her as an elected Board Member.

Terry Bond, who decided not to run, retired from the Board. His service to the Board was appreciated, and his contributions will be missed. We expect to see Terry remain active in other aspects of the Association!

Don't forget that the Quality Assurance Committee will be meeting in Dallas, Texas on November 18-19. If you need more information about this meeting, please call Greg Tinti at (202) 347-6895.

If you need hazmat training, we have two scheduled classes remaining in 2005. See page 77 for more details. If neither of these classes works for you, and you can put together a group of at least eight people, let us know and we will be happy to work with you on scheduling a hazmat class for your area!

Best Regards,
Michele Dickstein

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Supplier and Vendor Performance Tracking

George Ringger of P.E. Aviation Consultants presented two workshops during the conference. His first workshop discussed supplier and vendor performance tracking.

For the purpose of better understanding the workshop, he began by defining a supplier as an entity that provides parts to your company, such as manufacturers and distributors. He then defined a vendor as a source that provides a service to you, such as repair stations and testing labs.

Supplier and vendor performance tracking is important for your business for several reasons. For one, Quality System standards, such as ASA-100, ISO 9001-2000, and AS9100, to name a few, require it. Monitoring these exchanges can also improve profits for your company by reducing costs. By avoiding the costs associated with non-conformance, such as the cost of managing defective products and indefinitely variable products, you can greatly increase the total profits of your company.

Ringger identified the following as the imperatives in dealing with suppliers and vendors: you must get what you ordered at a fair price, in a timely manner, and it must function properly. If any of these factors is violated, it can cost your company time and money and also affect the service that you provide your customers. It is important to recognize that despite a thorough inspection, mistakes can still be made and variability is inevitable. Ringger then addressed the best way to analyze company data to assess the relationships with suppliers and vendors. He recommended tracing the number and the percentage of non-conformances per month and the rolling performance over three, six, and twelve month periods. Placing these factors into charts and noting the trends can help one notice the improvements, deteriorations, and variability in non-conformance.

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Finally, Ringger outlined the proper steps for examining supplier and vendor performance. First, your company should establish a supplier/vendor performance criteria. You should involve various components of your company in determining this criteria, such as sales, quality assurance, finance, and purchasing. You should also make it clear what you want to measure and the proper method for measuring it. Finally, you should make this criteria clear to your suppliers and vendors.

The second step is to name your main suppliers and vendors and make a formal written communication of your requirements of them. Your company should also ensure that you have a point of contact at each source with the authority to take necessary action in the company. You should also be sure to keep track of non-conformance data, sort it properly, analyze it to look for trends, and review the results of your analysis with your suppliers and vendors.

The third and final step is to narrow your supplier and vendor base accordingly and to develop long-term relationships with the remaining companies. Overall, properly tracking the relationships with your suppliers and vendors can help you to better manage your business and to improve your supply chain performance.

Training - Vital to your Business

Ringger conducted a second workshop, this one dealing with teaching employers about the necessary training for their employees. An important lesson of this workshop was that while training is being mandated for certain parties in the industry, it is important for all parties, and the unregulated sectors of the industry can use some of the training tools being developed for the sectors in which training is mandated.

Ringger discussed taking advantage of the training requirements set forth by EASA and FAA part 145 to take your company beyond simple compliance, to actual savings. Currently, aviation maintenance and operations are becoming increasingly complex with the introduction of new technologies and new aircraft. Therefore, training your employees is becoming more and more vital to your business; having competent employees can reduce errors and increase profits for your company. The EASA

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requirements focus on competence, longer training, task training, human factors training, and training and experience by specific makes and models. The new FAR 145 requires an FAA approved employee-training program that is comprised of initial and recurrent training.

The new AC 45-ASTP Training Program has several new recommendations of which your company should be aware. One change that Part 145 will require is each repair station must perform a needs assessment; this includes company assessment of acceptable amounts of training and employee assessment of technical and non-technical training. Another change is the necessity of 145 course definition; the training requirements, to whom they apply, the type of training, and the course of study all should be identified in the training manual and training records. The training sources and methods should also be identified for 145 training as well as the immediate and long-term effectiveness of the training program. The training should be well-documented with information about the curriculum, exams, training materials, and employee training files.

The new training AC also recommends 145 indoctrination training for new employees, including human factors, company operations, facility security, quality control, computer systems, OSHA, EPA, and pertinent FARs. Initial technical training should be given to new employees and to employees taking on new job functions that require new skills. Recurrent technical training should be implemented to alert employees of changes in regulations, equipment, inspection procedures, and customer needs and to keep them current on company policy and on knowledge of specialized procedures. Your company should also require specialized technical training for specific tasks and

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Is Your Hazmat Training Current?

- If you are a distributor, then the training rules require each hazmat employee to get re-trained at least once every three years.
- If you are an air carrier, then you are required to train your hazmat employees at least once per year.
- If you are a repair station, then you are required to obtain training at least once every three years,** and the FAA Inspectors' Handbook (Order 8300.10) now directs FAA inspectors to check to make sure that the repair stations they audit are in compliance with the hamat training rules.

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**The FAA has proposed a rule that would increase the training frequency for repair stations to annual recurrent training. The final version of the rule is scheduled to be published later this year (so expect it by 2006).

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functions. Also, in the event that an individual demonstrates training deficiencies, your business should implement remedial training to address the source of the deficiency, move to correct it, and ensure that it does not reoccur.

Training more employees can lead to fewer mistakes, less cost to the company as a result of mistakes, and, therefore, increased company profits. After identifying the new AC recommendations and the benefits of a better trained company, Ringger reviewed the proper steps for strengthening your company's training program.

First, it is important to identify which skills are required to complete particular tasks within the company. Then, one must look at which skills and tasks apply to which positions (some skills may be necessary for all employees) and make note of these requirements for training purposes.

Second, one must assess the body of knowledge necessary to do work for you, making sure to differentiate between core knowledge of the aviation business and knowledge of the specific procedures of your company.

After compiling these requirements, one must establish job qualifications, identifying the job description and then name the necessary tasks, skills, body of knowledge, and job qualifications for each position. Once the job qualifications are created, your company should undergo a self-assessment process in which you examine your company and employees.

In evaluating your company, you should ask yourself if your company provides training for new products or types of aircraft, if your in-house training is effective, and if your company provides Human Factors Awareness training. The FAA defines Human Factors as the use of human knowledge through physical perception and relation to tools, products, and systems. Examples of human factors are the physical conditions of the workspace, confusing terms, overly general instructions and inadequate number of steps for inspection.

In assessing your employees, you should look at the job qualifications of your employees' positions and then evaluate their training status, and whether or not they have the appropriate credentials and



Aviation Quality Consultant George Ringger shares a joke with his table at lunch. Picture by William Tipton

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authorization to complete their assigned tasks. If a gap is found during evaluation, you should fill it with training. Your company should be sure to set up initial training topics, such as quality control, company policies and organization, and areas of limited authority, such as hazmat, SUPs reporting, and BASAs. You should also create topics for recurrent training, which include company policy and procedures, company traceability requirements, quality control, limits of authority, and the quality manual. Finally, you should take steps to enhance your training by ensuring that training consists of a completion certificate, objectives, a curriculum, course material, approval by top management, and an effective instructor. Also, you should make sure that your training program and records are carefully maintained and that you continue to be aware of the need for revisions to training.

Doing Business in China

William Lawton from the Department of Commerce told conference attendees what it means to do business with China in his workshop.

First, he detailed why China might be a market of interest for American exporters. In 2004, China's total imports rose 36% and U.S. exports to China increased 22% (making China our fastest growing export market). The Chinese economy also grew 9.4% in 2004 and has already grown 9.5% in Q1 of 2005. Boeing will sell over \$7 billion worth of aircraft to China in 2005.

However, many U.S. companies have also failed in business with China. Some of the causes of failure are unfair application of law, lack of diligence of U.S. firms, late or non-payment, failure to be aware of competition, and absence of effective means for resolving conflicts. There are also many WTO compliance problems and other challenges that you will face in doing business with companies in China.

According to Lawton, China is the toughest market in the world in which one can operate. He outlined the top ten considerations that you should have before deciding to export to and do business in China.

1. Know your partner, recognizing the ebbs and flows of Chinese business, noting patterns of ownership, and properly verifying information.
2. Be sure to authenticate the economic viability of those with whom you do business.
3. Ensure that you are operating under unambiguous contract terms.
4. Know and comply with the laws and regulations to guarantee that you are able to stay away from prohibited agreements.
5. Search for all possible problems and have a plan of attack in case you encounter any problems.
6. Make sure that you conduct appropriate risk analysis of any deals without compromising your company's current potential for risk.

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7. Note that projects and sales in China necessitate extra care; be sure to give constant focus to your operations.
8. Be aware of local competition and to recognize the challenges that they will present.
9. Protect your intellectual property; China is known to many as the center of worldwide IP piracy problems but trademark, copyright, and patent registrations may help protect your business.
10. Make sure you get paid.

Lawton finished his presentation by summarizing the best areas of business for the U.S. to do in China. Among these were aircraft components and airport and ground support equipment.

New Features from ILS

Jim Sdoia presented a workshop about the latest features ILSmart.com has to offer. The first service he discussed was the ILS PMA Cross Reference option. If you choose to list your PMA on ILS, you will enjoy a larger exposure of your PMA capabilities and improved sales. If you choose to search for parts on ILS, you can find twice as many results, increasing your choice of suppliers and chances to save on PMA parts, and get a complete report of FAA PMA data. You can also use ILS web services to integrate ILS into your back office systems; parts search, RFQ retrieval, and inventory updates are all options for this integration. ILSmart.com can also promote your business through the use of banner ads, smart-banner ads, you can post your company profile including service and supplier directories, and ILS Quick Catalogue, through which customers can search for your parts. Another use of ILS is using it to price data by finding different available prices, a history of quotes, and average prices for particular parts. ILS also provides the future of aviation information; later this year, ILS and Terabase will introduce IndustryEye.net, which will prove to be a valuable resource for looking at coming trends in the aviation industry.



The ILS team explains their system's latest innovations to the ASA Members. From L: Frank Mizurak, Barry Allen, Jim Sdoia. Photo by William Tipton.

Sdoia presented the ILS User Group as the final feature of ILS discussed during his workshop. The purpose of this group is to encourage the creation and trade of information and ideas among users of ILS services and to make available a medium for users to notify ILS of their interests and desires for new products and changes to existing products. The group is composed of every ILS customer and will be holding meetings in Miami, LA, Dallas, and the Northeast in the fall.

LEAN Quality Management

A.K Trikha of LeanQA gave a workshop entitled LEAN Cuisine for Your Business.

He explained that implementing LEAN, a system of quality management, can reduce your COPQ by increasing the standardization and value of your business processes.

In the Lean system, you use capacity data to target LEAN and six sigma goals. LEAN contemplates that connecting suppliers, engineering, materials, and manufacturing in a chain geared towards satisfying customer needs will lead to successful product delivery. Some of the fundamentals of the system are to consider the needs of the customer when assessing value, eliminate waste, and empower employees.

The four elements of a LEAN process are 'take,' which sets up a schedule for business, 'flow,' which allows for steadily uninterrupted completions of projects, 'pull,' which keeps a product in place until needed, and 'improve,' which states that the company should constantly strive for improvement. Trikha then outlined the multiple causes of waste in business, such as defective products, over production, and excessive inventories. Trikha emphasized that waste comes in a variety of forms and that often businesses overlook the less obvious forms of waste.

There are five key factors for succeeding with the LEAN program. The first of these is to maintain a strategic vision that is based upon the fundamentals of LEAN. The second is to have a strong leadership team in management that is dedicated to working for change. Third, people that have been properly trained should fill all positions of the company. The fourth factor is to constantly review performance and to target and then attack the areas that need improvement. The final factor is to maintain a sense of impatience; speed and urgency in creating change will bring about results for your business and if you don't make changes now, your competitor will.

Trikha stressed, in conclusion, that to have a LEAN enterprise, you must ensure that the lean system is applied to the entire company and to the external elements of the chain of business, the customers and suppliers.

Component Control Introduces the 'Stockmarket'

Frank Scales, Component Control, presented a workshop about ERP systems in aviation distribution.

He explained that in looking at e-content, it is important to evaluate content, asking yourself of what it is comprised, how it is updated, and from where it came. Scales used the StockMarket, an online database that allows users of the Quantum Control aviation software to list and purchase inventories.

Scales explained that when examining software, it is important to look at the possibilities for integration into your business. When considering integration, you should look at the ease of use and the applications for the software outside the dataset. When choosing partners, you should take into account the added value, the cost, the reliability, and the control that you have over the software that you use. In terms of information management, you should look at your public and private content. You should also look at your accessibility requirements and the analytical tools with which the software

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can provide you. When you are trying to market your content, you should consider how easily accessible it is to customers, the value of your products in the marketplace, and your level of flexibility.

Scales also explained that it is important to evaluate the amount of return that you will receive in comparison to the time and money that you invest. In conclusion, Scales stated that is important to identify the worth of your private and shared content, to try to get the most out of the value of content, and to take into account considerations for partnering.

Aeroxchange Highlights Features

Barb Gatti gave a workshop on Aeroxchange, a “comprehensive repair order management tool.”

Aeroxchange was built as a protected infrastructure for neutral, worldwide collaboration to allow for greater connectivity and efficiency. Thirteen airlines from Pacific Asia, Europe, and North America formed the company in 2000 and listed over 13 million parts and repair services on the internet.

Some of the advantages that Aeroxchange highlights include the fact that it is a neutral trading source that allows all buyers and sellers to connect with each other, integration between trading partners, and airlines and suppliers can see the entire market, no matter their level of technological synchronization.

Aeroxchange currently offers products and services dealing with eNegotiation, eProcurement services, virtual inventory, and market intelligence. AeroRepair is a feature of Aeroxchange that may be of particular interest to your business. This feature connects the buyer’s ERP and the seller’s ERP in secure real time and allows for complex document exchange and complete data feeds without transaction fees. Using AeroRepair can shorten the life cycle of a repair order by about 15-30%. The AeroBuy messaging integration can connect suppliers and the airline legacy system to provide exchanges of orders. Security is an important feature of Aeroxchange, which features up to date firewalls, SSL and 128-bit encryption, and protection of secure data from unauthorized users. Gatti finished the presentation with demonstrations of AeroBuy and AeroRepair.

Business Owners Talk to Business Owners

Karen Odegard of Pacific Aero Tech, Inc. and Mitch Weinberg of International Aircraft Associates, Inc. presented two Business Executive Roundtable workshops.

The first of these dealt with maintaining valued employee satisfaction in a challenging environment. The four areas of focus of this presentation were people development, human resources, business practices, and finance. They gave advice on hiring new employees, which included providing a detailed job description, scheduling interviews back to back, and working hard to ensure that you hire the right person. You should provide your employees with appropriate training and be sensitive to the abilities and the needs of your employees. Also, you should offer your workers opportunities for growth, such as expanding their skill levels and offering them the chance for monetary growth. For human resources, they recommended hiring a national human resources firm that could offer

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large business benefits to small businesses. These benefits can include health and other similar benefits for employees and access to HR tools, knowledge, expertise, and information for the business owner. Another suggestion is to join a publicly sponsored Employers Association or Chamber of Commerce, both of which could provide low-cost training, labor law advice, etc. From a human resources standpoint, some of the key factors in keeping employees during both good and bad times are strong, team-oriented leadership, a comfortable and flexible working environment, and informing employees of company status to eliminate fear of the unknown. Some of the business practice recommendations included prioritizing work, asking for employee feedback, using aviation specific software, and applying principles from past successes to current work.



During a break, Karen Odegard, Richard Levin and Gene Barker discuss the future of the industry. Photo by William Tipton.

Odegard and Weinberg also advised attendees to protect their businesses by having securities such as computer backups, confidentiality agreements, alarm systems, and insurance. They also stressed the importance of creating a support team to give expert advice, including members from legal, financial, insurance, human resources, and business consulting sects and the FAA. When discussing finance, they compared the finance of your company to the health of your company; good finance, like good health, is necessary to thrive. It is important to keep careful and secure accounting practices and to daily review all accounting transactions. For credit and collection, be sure to establish a program that outlines credit terms, payment terms, and follow-up on received payments. Also, constantly maintain and review all bank accounts, pay your vendors on time, and manage profits and cash flow appropriately.

Odegard and Weinberg's second workshop dealt with global marketplace expansion. The first topic addressed was travel. They reviewed the necessities for international travel, including passports, visas, and hotels as well as some of the extras such as rental cars, travel insurance, and AMEX platinum programs. Some cost effective methods for international business communication are e-mail, text messaging, and the internet. If you are considering marketing overseas for your business, you may want to consider finding a foreign sales representative. In doing so, some of the considerations are agreements, commissions, and protecting yourself and your business. D&B, NACM, and EXIMBANK are all considerations for foreign trade credit and insurance. For importing and exporting, there are multiple considerations for your business. Some of the specific concerns for exporting are maintaining an export license, as necessary, and conforming to foreign export controls. Transportation insurance, duties, and a U.S. customs bond are also other concerns for your business. Finally, it is important to remember that when interacting in the global marketplace, you will often be dealing with entirely different cultures and languages and need to adjust your sensitivities accordingly. It is also important to look at the differences in doing business with a communist country as opposed to non-communist countries. Overall, if you decide to enter or have already entered into international business, be sure to maintain awareness of the many different factors that come along with working worldwide.

Aviation Market Overview

Andrew Magill of Boeing presented a workshop discussing market overview analysis for commercial aviation. He began by stating that commercial aviation is vital to the growth of the world's economy because it helps to make industry, agriculture, and cultural connectivity possible. Magill then proceeded to detail some of the dynamics that power the aviation industry. The chain starts at economic growth, which leads to traffic growth, which affects fleet capacity requirements, causing airlines to make decisions regarding airline capacity decisions that could potentially lead to fleet capacity growth. Airlines are still collectively generating large losses but air travel is continuing to show signs of growth. Increasing liberalization has and will continue to help the market evolve. With increased liberalization comes increased competition, lowered fares, more frequent flights, more non-stop flights, and a decrease in the size of airplanes. Magill used the evolution of flight service in the North Pacific and in China to demonstrate these effects of liberalization. He predicted that liberalization and deregulation would continue to expand throughout the world.

The growth of air travel will change from region to region and the variation among regions will determine fleet requirements. Overall, the projected long term demand for new airplanes will continue to be strong. It has been predicted that airlines will require 25,700 new airplanes; single aisle planes will be needed the most. Magill gave a 20 year market outlook summary, stating that during the next 20 years, traffic will grow by about 5% each year as a result of 3% yearly economic growth, escalated world trade, and continuing benefits of liberalization. Also, 25,700 new airplanes valuing \$2.1 trillion will be needed, including 45% twin aisle jets and 39% single aisle jets.

The presentation then focused on Boeing's product strategy. Since the single aisle jets will compose such a large percentage of new planes, Boeing is creating multiple sized single aisle jets to suit the needs for more non-stop and more frequent flights. Boeing's 737 and Airbus' A320 have evenly split the market over the past 5 years and investors constantly rank the 737 above the A320 when asked which model they would prefer to finance. Boeing is also looking to offer a range of sizes for its twin aisle airplanes, again to fulfill the need for more non-stop and frequent flights. Magill concluded his presentation by giving an overview of Boeing's new 787 Dreamliner, showing the 21 customers who have placed orders for a total of 266 planes and highlighting the enhanced level of comfort that passengers will enjoy on the plane.



Boeing SUPs Investigator Bruce Sechler has always been a strong supporter of safety in the aviation aftermarket. Photo by William Tipton.

Dealing With Customer Bankruptcies

Morris Anderson and Associates, Ltd., is a leading turnaround consulting firm, meaning that they help businesses reorganize to be more successful (such as companies seeking to come out of bankruptcy). Two of Morris' key employees, John Kokoska, Partner, and Eric P. Murray, Managing Director, provided a lesson on coping with the recent fluctuations affecting the aviation industry. Their presentation outlined the "turnaround process" that all companies experiencing financial distress are attempting to complete. This process consists of five steps: analyze, stabilize, reorganize management, restructure, and normalize. The five-step process can be used to describe the current path for companies such as US Airways and United.

Kokoska and Murray emphasized the importance of a business being able to overcome the feelings of powerlessness which can accompany economic failure – businesses (and their management) need to recognize that adaptability, proper management, and constant vigilance can make the difference between further failure and recovery. When larger companies become bankrupt, pre-bankruptcy claims are unable to be collected immediately; this setback can cause a liquidity crisis for a supplier. Suppliers may also have to deal with a variety of other issues that can absorb company resources and time.

The presentation detailed five major issues for suppliers who must deal with an important customer going bankrupt. First, suppliers should stay informed of case developments by utilizing PACER (an on-line legal resource detailing court filings), mailing lists, and other sources. Second, suppliers should properly exercise reclamation rights by filing claims quickly, demanding payment or return of goods, and filing proof of claims. Along with bankruptcy also comes a new way of dealing with the customer in question. Kokoska and Murray's third major issue addressed the supplier's three options for dealing with a debtor in possession (DIP). Those options are: stop all business with the customer; continue the relationship as it was; or negotiate (and document) new terms for doing business with the customer. Some benefits of continuing business with the customer are the safety of administrative rights, leverage in the case of delinquent payment, and the solidification of a relationship with that customer.



John Kokoska and Eric Murray discuss their five step process to overcome bankruptcy. Photo by William Tipton.

Kokoska and Murray also detailed the proper steps for dealing with a preference claim, giving the advice to respond accordingly to most claims, except those that are large and unwarranted, which require legal attention. It is important to remember that if a customer files for chapter 7 liquidation, the business relationship will end and the customer's business will be run by a court-appointed trustee. The supplier can react by asking for the return of goods, waiting for a payout, and/or somehow adjusting strategies for dealing with the customer. Finally, Kokoska and Murray gave tips for insulating one's business against customers' problems. They advised businesses to develop a system of self-assessment to use to evaluate vulnerability and the current situation of the business. Overall, Koska and Murray taught attendees that though financial troubles in the aviation industry are common and can cause a rippling effect on business, these problems are not insurmountable.

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Back issues of the Update Report are now on-line! Missing a prior issue? Issues of the Update Report are being added to the ASA web site about one month after they are published. Complete sets of volumes six through 12 are now on-line!

2005 CALENDAR OF EVENTS!

*** = Look for Jason, Michele or Jeanne on the speaking program or on the Trade Floor. For additional information click on the link below**

- September 15-16 *Hazmat Training, Dallas, TX. <http://www.washingtonaviation.com/hazmat>
- October 10-11 *MARPA (PMA) Annual Conference, Phoenix, AZ. <http://www.pmamarpa.org>
- October 11-12 *Hazmat Training, Reno, NV. <http://www.washingtonaviation.com/hazmat>
- October 18-20 *MRO Europe, Berlin, Germany. <http://www.aviationnow.com>
- November 8 *ASA Regulatory Workshop, Arcadia, CA. <http://www.aviationsuppliers.org/training>
- November 10 *ASA Regulatory Workshop, Tukwila, WA. <http://www.aviationsuppliers.org/training>
- November 15 *ASA Regulatory Workshop, Franklin Park, IL. <http://www.aviationsuppliers.org/training>
- November 17 *ASA Regulatory Workshop, Irving, TX. <http://www.aviationsuppliers.org/training>
- December 6 *ASA Regulatory Workshop, Elizabeth, NJ. <http://www.aviationsuppliers.org/training>
- December 7 *ASA Regulatory Workshop, Miramar, FL. <http://www.aviationsuppliers.org/training>
- TBA *ASA European Regulatory Workshop. <http://www.aviationsuppliers.org/training>

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