



JAHID FAZAL-KARIM

JETCRAFT, Co-owner And Board Member

JETCRAFT 合伙人兼董事会成员

Interview by Anthony Lam 林嘉伟

Could you briefly introduce Jetcraft's history and your role in the company?

Jetcraft was founded 51 years ago by my partner, Bucky Oliver. He's based in Raleigh, North Carolina. At that time he was a pilot, and he was passionate about aviation. He was from a big family in property development, and his friends who wanted to buy aircraft would ask him for advice on what to buy, so that led to him starting Jetcraft as an aviation brokerage firm. Then he set up a maintenance center, and even became the Cessna distributor in North Carolina at one time.

When I joined Jetcraft in June 2008, I had been the head of marketing at Bombardier before that. I got to know Jetcraft from my days at Bombardier as we were selling them aircraft. When I left, Bucky approached me and asked me to run his company. I said I didn't want to run it, but I would be interested in buying it. So, we agreed on a 50-50 partnership at that time. Back then, it was very much a U.S. company, with mostly U.S. operations.

Where Bucky and I saw synergy between us was in combining my knowledge of international aviation with Jetcraft's strong U.S. base. I was interested in Jetcraft because its base was very good, and the people were excellent.

My role at Jetcraft is that I became a shareholder. I do a lot of the sales, because I love selling aircraft. Of course, I'm very involved in the strategy and planning too. In 2008, we decided to take Jetcraft global. And now, we have people here in East Asia. We have an

office in Moscow, and an office in Dubai. Basically, we are doing well in the U.S. and Europe, and we are expanding into Asia. Our next step is to do something in Latin America.

What would you say are the milestones for Jetcraft?

There have been key milestones, beginning with its founding. Later was when Jetcraft began distributing planes for Cessna. After that, we began buying green Challenger 605's. Then there was a milestone of me joining the company, and the milestones of opening the different offices in each of the cities where we operate. These expansion models were all important milestones.

The vision is to keep growing. We want to serve our customers well, and that means we have to have local presence. We need to be close to our customers both physically and culturally. That's the key, so that's the model that we have. We are the only brokerage firm that takes this approach, and the beauty of it is that we are truly serving our clients.

Most deals have a buyer on one side of the continent and a seller on the other. In a recent transaction, we had a buyer in Kazakhstan and a seller in Malaysia, and we managed that deal on the ground in both places. We stand in between and make the connections that help to bridge the gaps between the buyer and the seller. It makes the transaction go so much more smoothly. This is where we are different from everyone else, and I think this makes

请简单介绍一下Jetcraft的发展历程及您在公司中承担的角色。

Jetcraft是由我的合伙人Bucky Oliver在51年前创办的。他的工作地点位于北卡罗来纳州的罗利市。那时候他是个飞行员，对航空充满热情。他出身于一个从事房地产开发的大家族。朋友们要购买何种飞机都会找他咨询，这就让他产生了创建航空经纪公司Jetcraft的念头。后来，他创建了一个维护中心，一度还成为赛斯纳在北卡罗来纳州的分销商。

2008年6月，我加入Jetcraft。之前我是庞迪迪市场部的负责人。我在庞迪迪任职的时候开始了解Jetcraft，当时我们向Jetcraft出售飞机。离开庞迪迪后，Bucky找上门，邀我帮他打点公司。我说，我不想帮他管理，但是有兴趣入股。因此，当时我们就达成了50/50的合伙协议。那时候Jetcraft很大程度上是一家美国公司，主要在美国运营。

Bucky和我之间的合作共识源于，我在国际航空领域的资历能够和Jetcraft在美国的强大基地相辅相成。我对Jetcraft有兴趣，正是由于它的基地非常棒，员工非常优秀。

我在Jetcraft的角色是股东，主要负责销售，毕竟飞机销售是我的兴趣。当然，我也深入参与策略与规划。2008年，我们决定将Jetcraft全球化。现在，我们在东亚有团队，在莫斯科和迪拜分别有一个办事处。基本上，我们在美国和欧洲运营良好，目前正向亚洲拓展。团队的下一步计划是进入拉丁美洲市场。

请介绍一下Jetcraft的一些里程碑。

在Jetcraft创建之时，有一些重要的里程碑。然后Jetcraft为赛斯纳分销飞机。随后，我们开始购买庞迪迪挑战者605。再接下来，我加入公司，并在各个运营城市设立不同的办事处。这些拓展事件都是重要的里程碑。

Jetcraft的愿景是保持增长。我们致力于更好地服务客户，这就意味着，需要在当地有所作为。我们在地理和文化层面都要贴近客户。这是

us successful, even in tough times. Even though the market isn't very good at the moment, we are continuing to grow.

How did you get into aviation?

I am passionate about aviation, and have been since I was a kid. I wanted to be a pilot, but after studying, I realized I would rather be a leisure pilot than a commercial pilot. I obtained an Aerospace Engineering degree, and later joined Airbus. I ventured into marketing there, and I was a part of the first team to create a marketing team in the U.S. I was in marketing for another two years before moving into sales, where I stayed for about three years, then became VP for sales in Airbus until Bombardier recruited me in 2001.

I transitioned from commercial aircraft to business aircraft at that time as I was very interested in the diversity of private aviation. Sometimes you sell airline-type models, but sometimes you sell to private individuals, and sometimes to governments. It's a more diverse and dynamic selling process.

How has your experience with Airbus and Bombardier helped you get to where you are now?

It was key. I always had a plan to get to a point where I could run my own company, but working for a big company, you learn discipline, you learn processes, and you learn some of what not to do. Learning how to make good decisions and strip down the processes to make things efficient are both important.

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关键所系，也是我们的发展模式。我们是唯一采取这一策略的经纪公司，优势在于可以真正做到服务客户。

大多数交易涉及的买家和卖家正好处于大洲的两端。就拿最近的交易来说，我们的一个买家在哈萨克斯坦，卖家在马来西亚，我们则分赴两个国家进行当面交易。我们是中间人，为买卖双方牵线搭桥。这样一来，交易就大大便捷了。这正是我们的与众不同之处，也是我认为我们的成功所在。哪怕在经济萎缩时期，那时候市场并不那么乐观，我们仍保持持续增长。

Looking back, would you do anything different?

No, I feel I was very lucky. I was at the right place at the right time. I worked hard, and I learned a lot, but ultimately, I managed to take opportunities as they arise and met some good people along the way.

It worked in large part because I am willing to take risks, and I think that makes a difference. I'm not afraid of risks or of making decisions. I voice my opinion. When someone gives me responsibility, I make the decision and take the risks, and that makes all the difference. Very often, it is a decision that you make that changes your path. With each move I made, people were surprised, thinking I was crazy, but they have all turned out well for me. Sometimes, you just have to go with your instinct.

How do you view the business aviation industry in Asia-Pacific region?

Frankly, the APAC region has been sustaining this industry in the past several years. If you look at the activity levels since 2009, without the APAC region, the industry would have been in a turmoil. The U.S., Europe, and Russia, were all in bad shape at the time. Africa was there, but it wasn't really developed. So, it was the Asia-Pacific. That's what sustained our business.

I still believe there is a lot of growth in the region, and China is the biggest market in that regard. You can't afford not to be in China right now. It is going to be a major piece of the puzzle in the foreseeable future. Just the size of the country, the economy, the growth rate, and the fact that people are buying planes and getting used to aviation means that it's there and it's growing. Word of mouth has made private aviation grow quickly in China and the region in recent years, and it is poised to expand.

Reputation is very important, and must be sustained. Most of our business is from referrals. This is a very effective mode for operating in China, where word of mouth is so important to the industry.

What are some of the key changes you would like to see in China?

The key changes are infrastructure and process related. For instance, if you could have a quicker process to register a plane in China, that would be a significant

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很多时候，正是一个决定改变了我们的人生轨迹。对于我的每一次抉择，大家都会大跌眼镜，心想我不是疯了，但是每一次抉择，我都把握到位。有时候，我们只是跟着直觉走。

advantage for the industry. It takes six months to a year to register a plane here. If I wanted to take a plane from the U.K. to the U.S., it takes four to six weeks. In order to get a plane from the U.K. to China, you have to go through the U.S., and it can take six to eight months. In the pre-owned market, this is especially difficult. And the import taxes are still very high too.

All these infrastructure issues are slowing down the potential growth, but I hope there will be changes. I would say that is the major challenge in China.

What is the best advice for a prospective jet buyer?

Some buyers are too focused on new planes. In the Asia-Pacific region in general, people often forget to look at a pre-owned plane, even when you can save a substantial amount by purchasing pre-owned. Even after you have refitted a pre-owned plane, you could be saving up to ten million dollars on it, and it will perform in the same as a new aircraft.

I look at an airplane as a tool. It's not

您是如何进入航空领域的呢?

自孩提起，我对航空便抱有满腔热情。我想成为一名飞行员，不过经过学习，我意识到当商业飞行员还不如当业余飞行员。我获得航空航天工程学位，之后进入空客。在空客，我投身营销，并且是空客在美国组建的第一批营销团队的成员之一。我又从事了两年营销，之后转行做销售。大约花了三年时间，我晋升为空客销售副总裁，直到2001年，受聘于庞巴迪。

当时我从商用飞机转到公务机，是出于对私人航空领域多样性的兴趣。有时候你可以卖航空公司型别的飞机，有时候可以跟私人做买卖，有时候则是卖给政府。这是一个更加多样化、更有活力的销售过程。

您在空客和庞巴迪的经历对于您目前的事业有何帮助呢?

这就问到点上了。我对经营自己的公司，总是有计划，有目标。但是在在大公司工作，你得学习各种流程和章程，哪些可做哪些不可做。学习如何做出正确决策和分解流程对于提升效率同等重要。

回顾过去，您是否会觉得自己可能会另有所作为?

不，我觉得自己很幸运。正所谓天时地利。



just a toy. So, why not get a plane that does the same job, but at a much lower cost? The good pre-owned can be substantially lower in price than a new aircraft, and after flying it for three years, you might even be able to fetch the same price you bought for because you can get such a good deal on pre-owned aircraft today. If you take a new plane, as soon as you take it home you would've lost 15% if you tried to resell it.

I usually advise clients to at least consider pre-owned jets. People don't look at the great opportunities available in the pre-owned market. It's a matter of the market here maturing, which then pre-

owned jets will become more popular with new buyers. It will come around in time, and there is actually already more interest of pre-owned aircraft in China now than ever before.

As far as specific advice for today, I would say this is a good time to buy a pre-owned aircraft, as prices are relatively low. They are currently trading at 20% below what they are worth today. The demand for pre-owned aircraft is just not there yet, but it will be in a few years, so buyers who recognize that opportunity today will see a good return on investment in the next several years. It's a smart buy today.

What are some of your plans for Jetcraft in the near future?

The future plan is to continue to grow in APAC. We're looking for one or two persons to be based in mainland China, most likely Shanghai. The market is very good right now, and we would like another person based in Southeast Asia also. Hong Kong will remain our main office for Asia. Our new salespeople will report to Hong Kong and be supported by Hong Kong. We are also looking toward Latin America. We hope to open offices in Mexico and Brazil. With the current projected growth, we're also looking at expanding in the Middle East. ☑

“ Word of mouth has made private aviation grow quickly in China and the region in recent years, and it is poised to expand.

由于口碑的推动,近年来中国和亚太地区私人航空业增长迅猛,并照此势头将进一步拓展。

我努力工作,学到不少,但归根到底,我只是在机会出现时就抓住机会。很幸运的是我一路上遇到不少贵人。

能够成功,主要在于我敢于冒险,我觉得这是关键所在。我不怕承担决策风险,勇于直言。别人赋予我责任,我便作出决策,承担风险,这样一来,一切都会有所不同。很多时候,正是一个决定改变了我们的人生轨迹。对于我的每一次抉择,大家都会大跌眼镜,心想我是不是疯了。但是每一次抉择,我都把握到位。有时候,我们只是跟着直觉走。

请谈一下您对亚太地区公务航空行业的看法。

坦白说,亚太地区公务航空在过去几年来一直维系增长。2009年全球整体情况很不理想。当时要不是亚太地区,整个行业可能已经陷入混沌。美国、欧洲、俄罗斯,当时都惨淡经营。虽然有非洲,但非洲毕竟刚刚起步。所以说,是亚太地区,支撑起了我们的业务。

我对这片地区的迅速增长仍抱有信心,而中

I still believe there is a lot of growth in the region, and China is the biggest market in that regard. You can't afford not to be in China right now. It is going to be a major piece of the puzzle in the foreseeable future.

我对这片地区的迅速增长仍抱有信心,而中国正是最大的市场。这时候在中国缺席,我们可输不起。在可预见的未来,中国在这块业务中将扮演极为重要的角色。



国正是最大的市场。这时候在中国缺席,我们可输不起。在可预见的未来,中国在这块业务中将扮演极为重要的角色。这个国家的幅员辽阔、经济增长率高且稳定,人们购买飞机的现状以及对航空的接受速度快,这些因素无不意味着中国公务航空正在崛起。由于口碑的推动,近年来中国和亚太地区私人航空业增长迅猛,并照此势头将进一步拓展。

商誉至关重要,必须大力维持。我们大多生意都是熟客介绍。这个运营模式放到对行业口碑依赖如此重要的中国,同样非常有效。

在您看来,中国市场将会发生哪些主要变化?

主要变化在于基础设施和相关流程手续。比方说,要是在中国注册飞机的流程更为快捷的话,对于这个产业,就是个意义重大的优势了。在中国,我们注册飞机需要半年至一年的时间。但是,飞机从英国引进美国,只需要四到六个星期。要将飞机从英国引进中国,需要通过美国,这可能需六到八个月的耗时。在飞机转手市场,这点尤其困难。进

口税也非常高。

所有这些基础性事项延缓了潜在的增长,我希望有所改变。我认为这些会是中国市场的主要挑战。

对于潜在的喷气机买家,您有什么宝贵意见?

有些买家太看重新飞机了。在亚太地区,通常大家都忘记了还有转手市场,哪怕购买转手飞机可以省下一大笔钱。就算扣除对转手飞机的改装费,您还是可以节省多至1000万美金的费用,并且飞起来它跟新飞机没什么两样。

在我看来,飞机就是工具。它不仅仅是个玩具。因此,为何不买一架效能无异,但是价格可大省一笔的飞机呢?良好的转手飞机基本上都比新飞机价格低,并且,飞满三年之后,由于目前转手市场兴旺,您甚至还能够以购入价卖出。如果您买的是新飞机,一旦到手,如果想要转售的话,已经贬值15%。

我通常建议客户至少考虑一下转手喷气机。大家没有看到转手市场的巨大机会。原因在于市场还有待成熟。成熟后,新买家就会对转手喷气机更感

兴趣了。这个时机迟早会到来。事实上,现在已经有越来越多的中国买家对转手飞机表现出前所未有的热情。

说到针对目前的建议,我认为这是个购买转手飞机的良好时机,因为价格相对较低。目前的交易价通常比实际价值低20%。大家对转手飞机的需求仍未真正兴起,但是,再过几年就不同了。今天能够意识到机会所在的买家,未来几年内将会获得丰厚的投资回报。聪明买卖,就趁现在。

您近几年对Jetcraft有何规划呢?

我们计划未来在亚太地区保持增长。我们准备聘请一两位员工,派驻在中国大陆,地点很可能是上海。这片市场现在态势旺盛。我们还准备另行派遣一名员工负责东南亚业务。香港将继续作为我们在亚洲的主要办事处。我们的新销售人员将向香港汇报,由香港支持。此外,我们期待在拉丁美洲发展。我们希望在墨西哥和巴西开设办事处。随着目前的规划增长,我们还有意将生意拓展到中东。☑