

A Lot of Safe Planes



An Interview with **Bryan T. Moss, President,**
Gulfstream Aerospace Corporation, Savannah, Georgia

EDITORS' NOTE *With a bachelor's degree in industrial management from the Georgia Institute of Technology, Bryan Moss began his career with the engineering administrative group of Lockheed-Georgia in 1966. He subsequently held management, senior-management, and executive positions with that company, Canadair, and Bombardier before becoming vice chairman of Gulfstream in 1995 and president in April 2003.*



Bryan T. Moss

COMPANY BRIEF *The world's second-largest manufacturer of private jets, including intercontinental aircraft, Gulfstream Aerospace Corporation additionally offers post-sale maintenance, sells its previously owned planes, and arranges financing (through Gulfstream Financial Services). The Savannah, Georgia-headquartered company, which posted 2002 sales of \$2.9 billion, is a subsidiary of the Falls Church, Virginia-based General Dynamics Corporation. The latter enterprise (NYSE: GD) reported revenues of \$13.8 billion and net income of \$917 million in 2002.*

Will you provide an overview of Gulfstream's present product line and future plans?

Three years ago, Gulfstream offered only two business jets, the GIV and GV. Two years ago, following our acquisition of Galaxy Aerospace, we added the G100 and G200. And today, we offer a comprehensive range of business jets, which includes the mid-cabin, high-speed G100 and G150; the large-cabin, mid-range G200 and G300; the large-cabin, long-range G400 and G450; and the large-cabin, ultra-long-range G500 and G550.

We're constantly looking at ways to improve the safety and reliability of our aircraft. For example, the new PlaneView cockpit in the G450 and G550 is the most technologically advanced in aviation today, incorporating the FAA-certified Gulfstream Enhanced Vision System [EVS]. So, when the marketplace is ready for new products,

Gulfstream will continue to meet the demand.

One of our most valuable sources of inspiration for new or improved products is the unique Customer Advisory Board (CAB). Consisting of senior executives from Gulfstream and representatives from the flight, operations, and maintenance departments within our customer base, the CAB operates as an influential element of our corporate culture. It meets

at least twice a year for formal three-day sessions, and conducts numerous separate conference calls among members, and partners and suppliers, in the interim. As an example, the design characteristics of our recently announced new Gulfstream G450 were defined almost entirely by the CAB.

How do you differentiate Gulfstream from its competitors?

At Gulfstream we build only business jets, and we've been doing so for almost 45 years. During this period we've become recognized as the industry leader, and we work hard and diligently to protect that position. Of particular note has been Gulfstream's determination to be first to market, which was exemplified by launching the GV almost 18 months ahead of the competition and by having our EVS certified by the FAA at least two years before a comparable competitive product will appear commercially.

Gulfstream is synonymous with "first class," and we intend to protect that image.

Will you highlight your efforts in customer service?

Keeping the customer satisfied – and helping him to justify his decision to acquire one of our aircraft in the first place – is an extremely high priority at Gulfstream. We've introduced a number of initiatives to support our customers, including the industry-unique Airborne Product Support Program. Both *Aviation International News* and *Professional Pilot* rated us first in product support in 2003, based on customer-satisfaction surveys. We intend to be aggressive and innovative in protecting our position.

How does technology affect the way Gulfstream develops new planes?

We apply new technology in all areas of our business, from initial design through manufacturing, completing the aircraft, and tracking an individual plane's performance on an ongoing basis. The development of the Gulfstream EVS was the result of seven years' research and hard slogging.

Do you see strong international growth opportunities for Gulfstream?

Both the GIV and GV have enjoyed considerable success in international markets, due primarily to their range and superb dispatch reliability. And now that we have more products, at varying price and performance points, we expect other members of our fleet to enjoy similar success. For example, Royal Jet in the United Arab Emirates now operates two multipurpose – executive transport and medevac – G300s. We recently leased two G200s to TAG Aviation in Geneva, we have a G200 with a customer in Singapore, and one of our GIVs is based in China.

Are you satisfied with your ability to attract talented people?

Absolutely. The people who design, build, and support our aircraft are the best in the industry. I'm extremely proud of our employees and of the incredible aircraft they produce and support.

After quite a number of years, does the industry still excite you?

I'm still excited to come to work every day. I like what I do, and I like and respect the people I work with. And I confess: I still get somewhat emotional, as I did when our new G550 completed an incredible 7,301-nautical-mile flight, in 14 hours and 30 minutes, from Seoul to Orlando at the start of NBAA 2003 [National Business Aviation Association]. I was privileged to be in Florida to meet the crew upon arrival, and the hairs literally were standing up on my arms when they touched down!

I look forward to continuing to be a part of this exciting and challenging industry for a good many years to come, and I'm most appreciative of the experiences I've had so far in my career. ●

The large-cabin, ultra-long-range G550 in flight