

ABSTRACT

VARGAS, MIREILLE. Jet and Set in Private Class: The Democratization of Luxury in the Private Aviation Industry.

This study aims to survey the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of consumers and/or potential consumers of private jet travel and/or ownership regarding the private jet industry. This study is unprecedented and unique because it is the first scholarly literature to date on the private aviation industry with a luxury framework. It also is the first to address the phenomenon of the democratization of luxury in the private aviation industry. This study is of significance in the United States, as the United States is the largest private aviation market and the largest luxury market in the world. It employs a quantitative research method involving a design in the form of a survey questionnaire of 150 respondents to obtain data regarding the private aviation industry. It also conducts qualitative research through four industry expert interviews. The extensive findings of the empirical data are presented by summarizing the results of each question, and conclusions are drawn. This study benefits the industry and the academia of luxury and of private aviation.

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Jet and Set in Private Class: The Democratization of Luxury in the Private Aviation Industry

by
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“No one has ever collided with the sky.”

– Aviation Quote

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CHAPTER 1

INTRODUCTION

Having existed in ancient cultures, luxury has endured and lured for centuries throughout the world in spite of time, geography, culture, and language. It is believed that luxury's origins date "back to the dawn of humanity" (Kapferer & Bastien, 2009, p. 6). Luxury's evolving characteristics and definition make it so that it remains a complex, multifaceted, subjective, and abstruse construct. As the luxury industry continues to evolve and proliferate, a notable phenomenon that has manifested and disseminated is the democratization of luxury. Recently, this trend has been palpable in the private aviation industry. "Private air travel has been the domain of the ultra-wealthy. This is attractive to that consumer base and the one right below that which is much bigger" (Chapman, 2015). However, it is not the first time that the democratization of luxury has been evident in aviation. Commercial aviation was initially regarded a luxury only afforded by the wealthy. Aided by technology, the sector evolved, and commercial air travel became economically attainable to the masses (G. Gonzales, personal communication, July 5, 2016; Strutner, 2016). Similarly, private aviation, which had been a realm of luxury for the uber wealthy, is now being democratized. The democratization of luxury in the private aviation industry is of particular importance in the United States, which is the largest private aviation market globally and the largest luxury market in the world (Cosgrave, 2015; Deloitte, 2016; Harjani, 2014).

Significance of Research

This research is significant and exclusive because this study is presumed to be the first conducted to date on the private aviation industry within the context of luxury. While studies exist on particular categories of luxury goods, such as wine, accessories, cars, cosmetics, or hotels (Ciornea, Pop, Bacila, & Drule, 2012), scholarly literature on the luxury of private jets is nonexistent. Secondly, this academic research is the first that examines the democratization of luxury in the private aviation sector. The only other published scholarly literature that is related to the topic of democratization of luxury in private aviation is “The Evolution of Fractional Ownership: A Literature Review” in the Journal of Aviation/Aerospace Education & Research (Worrells, NewMyer, & Ruiz, 2001). However, the paper does not conduct primary research and does not address the aspect of luxury; it also is not limited to private aviation. Furthermore, this research addresses a gap in the paucity of studies on private jet travel and ownership. It presents primary research on private jet travelers and potential consumers of private jet travel and/or ownership, as well as industry expert insights of the private aviation industry. “The economics of private business jet travel” in Business Economics (Starry & Bernstein, 2008) is the only other published scholarly literature that is exclusively on private jet travel. Yet, the report is essentially a limited financial analysis focused on corporate private travel, and it also does not contribute primary research nor does it consider the aspect of luxury. Lastly, this research is significant because it contributes to the scant extant literature on luxury and on the private aviation industry in addition to the scholarly material on the democratization of luxury. Its findings should benefit the industry and the academia of luxury and of private aviation.

Research Questions

The objective of this empirical study is to survey current views, beliefs, opinions, and impressions regarding the private jet industry in addition to contributing to an anemic body of scholarly literature on the private jet industry.

What are the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of consumers and/or potential consumers of private jet travel and/or ownership regarding the private jet industry? What are the profiles of individuals who have experienced and/or are attracted by aspects of private jet travel? Is affordability of private jet travel and/or ownership a concern across income levels in spite of the democratization of luxury in the private aviation sector? What aspects make individuals want to travel on a private jet, and what types of marketing are effective? What are the aspirations, barriers, and misconceptions to private jet travel and/or ownership?

CHAPTER 2

LITERATURE REVIEW

Introduction

The framework of this literature review consists of two parts. Because an understanding of the concept of luxury is essential to comprehension of the democratization of luxury, Part I provides a brief overview of luxury to contextualize the subsequent analysis of the phenomenon of the democratization of luxury. Part I utilizes sources primarily that range from theses to books to scholarly articles. Part II is composed of a synopsis of the background of commercial aviation and private aviation followed by an outline of the global private aviation market, as cognizance of the history of the aviation industry is fundamental within the context of the democratization of luxury in the private aviation sector. Sources exploited in Part II include industry reports, news articles, a book, industry expert interviews, a legal publication magazine, an industry blog, and trade journals.

Part I

Luxury

Despite luxury having coexisted with ancient religious sites and Egyptian pyramidal tombs (Kapferer, 2012), the topic of luxury has not received scholarly attention proportionate to its longevity and prevalence throughout time (Hedenmark & Westerling, 2010; Kastanakis, 2010). The dearth and the gaps in the literature on luxury are perhaps because, according to Ciornea et al. (2012), the field of luxury and marketing of luxury had been “little researched”

prior to the year 2000 “not only in general but also in particular, as there are many areas that have been little or not at all studied” (p. 333). Having formerly drawn minimal research attention, the marginalized field of luxury has attained exponential consideration in academic and business circles in the last decade. The amount of published scientific materials on luxury significantly increased after the year 2005, which reflected the growing interestedness in the field of luxury particularly by research companies and scholars (Ciornea et al., 2012; Kastanakis, 2010). Since approximately the beginning of the twenty-first century, luxury has increasingly become a topic of research across several disciplinary points of view from psychology to economics to marketing. The literature on luxury entails a myriad of subjects, which include but are not limited to, sustainability, dilution, counterfeiting, consumption, value creation, and social media. However, the growing body of literature on luxury “suffers from shortcomings as it is fragmented and lacks a robust theoretical foundation” (Kastanakis, 2010, p. 15). Nonetheless, the empirical academic literature can be collectively classified into two categories with the first category concentrating on the supply of luxury and the second being concerned with the demand for luxury. Therefore, the literature in the first category consists of studies that center around luxury goods and services and on luxury brands and producers. The studies in the second category focus on the consumers of luxury and their perceptions, attitudes, motivations, and/or characteristics (Ciornea et al., 2012; Ghosh & Varshney, 2013; Kapferer, 2014; Tynan, McKechnie, & Chhuon, 2010). The marketing of luxury is a recurrent, overarching theme, as marketing luxury is arguably inseparable from any of the aforementioned disciplines and subjects. Studies of luxury ultimately contribute to better understanding the trends, consumers,

and brands of luxury for the industry players to be better positioned to market and perpetuate luxury consumption.

Numerous studies have attempted to explore the definition and concept of luxury, but they have not differentiated between luxury as a concept, a strategy, and an industry. Kapferer (2014) succinctly articulates that “luxury refers to a concept, an idea, and this has been the main focus of academic research since 1998;” however, luxury is at the same time “a business, a sector, and this facet is overlooked by extant academic research;” it is “a specific strategy and business model and this [too] is largely unknown by many managers and academic researchers” (pp. 717-718). Oftentimes, studies exploring the main concepts of luxury do so within the context of the then current trends and evolutions of the luxury market, seeking to obtain a better comprehension as to what characteristics luxury consumers and luxury companies identify as clearly distinguishing a luxury brand and/or product. The “preoccupation of the scientists with defining the main concepts [makes t]he attempts to delineate luxury … various but not consensual[ly] accepted” (Ciornea et al., 2012, p. 326). There is no precise or universal definition of luxury to date, as the definition, characteristics, and products and services of luxury have evolved since the demand for luxury has existed, which has been “since at least the Middle Ages” (Hoffmann & Coste-Manière, 2012, p. 225). For example, the luxury that was sugar in the Middle Ages is no longer considered a luxury, and a luxury in a third world country, such as clean water, is not considered a luxury in a first world country. Furthermore, the recent trend of the democratization of luxury has contributed to creating further complexity to the attributes and scope of luxury.

Democratization of Luxury

The democratization of luxury phenomenon that has developed and that has attracted attention from scholars for altering the luxury landscape has been identified as a new and epochal form of luxury (Ciornea et al., 2012; Radon, 2012). Moreover, the democratization of luxury has been described as “the single most important marketing phenomenon of modern times” because luxury is available to an increased number of consumers (Twitchell, 2002, p. 29). Silverstein and Fiske (2003) have defined the democratization of luxury as “middle market consumers selectively trading up to higher levels of quality, taste, and aspiration” of goods and services that command a premium over non-luxury products and services but are priced below conventional luxury goods and services (p. 2). These consumers are also interested in more than just the product and service, as they seek the aura that is created by the image of luxury (Silverstein, Fiske & Butman, 2008). However, scholars have found it difficult to formulate a precise and straightforward definition of the democratization of luxury and have been even more hesitant to categorize luxury brands, resulting in there being no consensus regarding the terminology to describe this phenomenon. As a result, copious terms have been coined and utilized throughout the literature. Some of the new terminology consists of words such as: democratization of luxury, luxurification of society, masstige, mass affluence, opuluxe, populuxe, premium, ultra-premium, accessible super-premium, trading up, trading down, hyper luxury, real or true luxury, new luxury, traditional luxury, inaccessible luxury, intermediate luxury, accessible luxury, hyper-luxury, meta-luxury, populence, premiumization, old-luxury brand extensions, and bandwagon (Granot & Brashear, 2008; Heine, 2012; Kapferer, 2012;

Kapferer & Bastien, 2009; Kastanakis, 2010; Kastanakis & Balabanis, 2012; Pavione & Pezzetti, 2014; Plażyk, 2015; Silverstein & Fiske, 2003; Vigneron & Johnson, 2004). This study exclusively utilizes the phrase “democratization of luxury” for consistency and to avoid any possible confusion that could arise as a result of the interchangeable usage of the extensive terminology.

Although the democratization of luxury has fueled overall luxury consumption and luxury markets, the amount of research of the topic and of the fundamental factors propelling the trend is meager (Ciornea et al., 2012; Kastanakis & Balabanis, 2012). Nevertheless, studies related to the democratization of luxury exist. Most of the research on the democratization of luxury has fixated on the effects and issues that have materialized as a result of this phenomenon. This has been an area of concentration in the industry and in academia because the trend has been quite disruptive “across a surprisingly broad set of categories, and it is destabilizing competition, creating new winners and losers, and offering new rules for brand strategy” (Silverstein & Fiske, 2003, p. 2) while also driving a new source of demand for luxury products. The two major effects most discussed are the expansion of the market that typically positively impacts a luxury brand’s economic and financial performance and the overexposure that usually negatively affects the perception of rarity and prestige of a luxury brand (Atwal & Williams, 2009; Berry, 1994; Ciornea et al., 2012; Catry, 2003; Nueno & Quelch, 1998; Pavione & Pezzetti, 2014; Radon, 2012; Riley, Pina, & Bravo, 2013; Silverstein & Fiske, 2008; Stegemann, 2006; Taylor & Bearden, 2002; Vickers & Renand, 2003). Because the trend largely consists of downscale extension strategies that gives rise to lines launching at a lower price while sharing

the same brand, there are a slew of critical issues debated as brands seek to expand their markets while continuing to boast of uniqueness and exclusivity. Some researchers have studied the consumers who seek to trade up into the luxury goods market, asserting that there is no denying the “phenomenal expansion of luxury markets, a luxury buying behavior that lies at the intersection of exclusivity and mass consumption has gained prominence. This type of luxury consumption appeals to large audiences” (Kastanakis & Balabanis, 2012, p. 1399).

Other studies on the democratization of luxury explore the phenomenon and its underlying factors, impact, forms of consumption, and future trends. Berthon, Pitt, Parent, and Berthon (2009) attest that the democratization of luxury is a result of the correlation between luxury and economic cycles, which create the cycle of luxury: “In times of economic resurgence, marketers leverage the social symbolic aspects of luxury to extend luxury brands down market. This comprises innovations that result in the commoditization and democratization of luxury. Here the emphasis is on the symbolic – taking the social sanction of a luxury item by recognized elites and bringing these symbols to the premium mass-market” (p. 59). Silverstein and Fiske (2003) have ascertained that the strong forces driving the democratization of luxury exist on the supply side and on the demand side. Silverstein and Fiske (2003), as well as other researchers, have attributed the trend to factors on the supply side that include the increased popularity and accessibility of technology and the digital world. Scholars agree that “now more than ever, technology has the ability to bring luxury products and services to the masses” (Goldman, 2016). Technology has enabled mass communication, new channels, and global connectivity, as the “internet is by nature the most democratic medium that allows access to anybody from

anywhere" (Hennigs, Wiedmann, & Klarmann, 2012, p. 1). Regarding the epochal change in demand, factors consist of changing lifestyles that include sophisticated tastes and global travel, increased real income and middle classes, and changing characteristics of family units (e.g. breakdown of the traditional family unit) and of generations (e.g. Millennials) (Granot & Brashear, 2008; Granot, Russell, & Brashear-Alejandro, 2013; Gustafson, 2015; "Shock of the New Chic: Dealing with New Complexity in the Business of Luxury", 2013; Silverstein & Fiske, 2003; Plażyk, 2015; Yeoman & McMahon-Beattie, 2013). Granot et al. (2013) asserts that the "marketing of luxury has contributed significantly to the democratization of luxury, but its effect really is secondary to the influence of changing consumption patterns" (p. 32). Other scholars have affirmed that the increased demand for luxury goods and services that occurred in the 1990s altered luxury brands' distribution strategies and led to the luxury industry being democratized (Dubois & Laurent, 1995; Jain, Khan, & Mishra, 2015; Vickers & Renand, 2003) while others emphasize that brands followed the strategy that fragrance utilized in the early 1920s to be the first vehicle for the democratization of luxury and that brands expanded product offerings to grow consumer bases at the start of the twenty-first century when the ownership of reputable luxury companies prioritized profits, resulting in the recent democratization of luxury trend (Dewey, 2009). Although the forces behind the democratization of luxury may not be conclusive, it can be determined that the democratization of luxury trend has seriously impacted marketing strategies and luxury brand positioning (Atwal & Williams, 2009; Pavione & Pezzetti, 2014; Radon, 2012; Twitchell, 2002) and that the democratization of luxury is a "fundamental market change that needs further research" (Hedenmark & Westerling, 2010, p. 46).

Part II

History of Commercial Aviation: 1903 to 1978

Despite the interest in aviation for centuries with numerous scientists and inventors experimenting with the principles of flights, the first powered and controlled heavier-than-air machine to achieve sustained flight with a pilot aboard did not occur until 1903 in North Carolina. It seemed that commercial aviation would soon become popular shortly after when the first individual flew as a passenger in 1908, and the first scheduled air service began in 1914 (Grant, 2010; “History of Aviation - First Flights”, 2016). However, improvements in aircraft design and the public’s reception to flying were slow. As aircraft became valuable and larger during World War I, aircraft became associated with war in the public’s perception. Following World War I, the United States Post Office used aircraft for air mail from 1917 to the mid-1920s. In 1925, the United States government transferred airmail service to the private sector via the Contract Air Mail Act, which was also known as the Kelly Act; this was the first major step toward the creation of a private airline industry in the United States (“The History of Aviation”, 2004). The Air Commerce Act of 1926 made the government regulator of the new private airlines produced by the Contract Air Mail Act. The government would designate air routes, issue and enforce air traffic rules, develop air navigation systems, license pilots and aircraft, and investigate accidents (Grant, 2010; “History of Aviation - First Flights”, 2016).

In 1927, aviation became a more established industry when it attracted private investors and the support of millions of Americans. This was, however, not due to the U.S. government’s

recent regulations. Instead, it was because an American flew the first trans-Atlantic non-stop flight. Yet airlines continued to focus on the transport of mail until the Air Mail Act of 1934 forced the industry to reorganize and refocus (“History of Aviation - First Flights”, 2016; “The History of Aviation”, 2004). The Air Mail Act of 1934 made the airmail business unprofitable, so airlines and aircraft manufacturers expanded the passenger side of the business. There were multiple improvements to aircraft as airlines sought to produce larger and faster aircraft to attract passengers away from railroad travel (Grant, 2010). Developments of significance include the radio that could be used as an aid to navigate during poor visibility and pressurized aircraft that enabled flying above 10,000 feet. As the business of passengers unfolded, airlines had far more business and demand than they could handle for the first time ever transporting passengers and freight during World War II. World War II also resulted in developments in Europe of the radar and jet engines (“History of Aviation - First Flights”, 2016). Problems that remained to be overcome to enable aviation to advance following World War II were helped by the onset of The Cold War. During The Cold War, funding was secured, and military aircraft advancements were later applied to commercial aviation. Subsequently, commercial air travel was revolutionized with the introduction of the Boeing 707 in 1958. The Jet Age had arrived 55 years after the first powered and controlled flight (“The History of Aviation”, 2004).

This Golden Age of air travel lasted from approximately 1958 to 1978 while airline fares and routes were government regulated. Airlines promised flying to be an experience, and expensive flight tickets ensured air travel remained a luxury. Passengers dressed well to be pampered with luxuries that included high-thread-count blankets, slippers, toiletry and tote bags,

spacious bathrooms and seating, extravagant three-course-meals, unlimited alcohol, and excess pillows (McManis, 2014). Flying commercial was undoubtedly luxurious until deregulation completely changed the industry in 1978. Consequently, airlines competed by cutting costs and continuing to constantly do so (McManis, 2014). Arguably, the overall experience of commercial aviation has not improved significantly since the deregulation of the industry.

History of Private Aviation: 1963 to present

During the Golden Age of air travel, private aviation took off. As a result of Bill Lear seeking to build a small, affordable jet designed for the business market, Learjet was one of the first companies to manufacture a private, luxury aircraft that first flew in 1963 (Bombardier, 2008; G. Gonzales, personal communication, July 5, 2016). Following conception, the certification of the Learjet 23 took only nine months and \$14 million; the timing and budget is considered impressive because it was estimated that it would require a decade and \$100 million and because it can now take over a decade and more than \$1 billion to develop a new jet (Bombardier, 2008; Paur, 2013). The Learjet 23 was then the only private jet capable of flying 550 miles per hour at 41,000 feet, outperforming most commercial and military aircraft (Bombardier, 2008). These remarkable capabilities justified a list price of \$495,000, which would equate to approximately \$3.85 million in 2016. However, it was neither solely the aircraft's abilities nor its price that led to its fame. Bill Lear's strategy consisted of hiring a pilot to fly individuals from Hollywood. Instead of focusing on whether the individuals would make a purchase, Bill Lear wanted them to talk about the aircraft and the experience (Paur, 2013). Clay

Lacy, the pilot who flew individuals for their word-of-mouth marketing is also notable in the industry because he established in 1968 the first jet charter business, which is still in operation today as Clay Lacy Aviation. Within years of Bill Lear's influencer marketing, the Learjet name was part of popular culture and became synonymous with private jets (Paur, 2013). Initially, private jets were designed for wealthy individuals and substantial companies to seat six to eight passengers in addition to two pilots, but various models and sizes were released as Dassault, Gulfstream, Embraer, and Cessna entered the private jet industry. In 1966, Gulfstream launched the Gulfstream II, which was a significantly larger aircraft that accommodated more passengers and that flew a much longer range; Cessna introduced the Citation 500 in 1971, making the aircraft easier to fly than the Learjet 23 ("A Brief History of Private Jets", 2011). Over the years, private jets were referred to as "business jets," "corporate jets," or "executive jets," and the motivations for using a private jet became categorized either as business use or as private personal luxury use. New designs continued throughout the 1970s followed by the 1980s when only derivatives were introduced. Nevertheless, fractional ownership, a significant concept that has lowered the cost of private air travel, as a business model in private aviation was introduced in the late 1980s followed by membership programs (jet cards) and on-demand jet charter ("A Brief History of Private Jets", 2011; Starry & Bernstein, 2008).

The fractional ownership business model in aviation entails various types of aircraft being owned and/or controlled by a program operator with multiple entities having a partial ownership interest in an aircraft. The development of fractional ownership in aviation is attributed to Richard Santulli of Executive Jet Aviation, Inc. in 1986 through its subsidiary,

NetJets, which began in 1964 as the first aircraft charter and management company (“*A Brief History of Private Jets*”, 2011). Initially, the new business model experienced modest growth. Only three owners participated in fractionally owned aircraft in 1986. In 1991, 17 aircraft were utilized for fractional programs in the United States. By 1993, there were 110 fractional owners in the United States (“The New Way to Fly”, 2002). During the late 1990s, private jet fractional ownership witnessed unprecedented growth. The high demand from high-net worth individuals and companies for private jets was fueled in large part by a robust economy. Another factor that helped was that Berkshire Hathaway, Inc.’s purchase of NetJets in 1998 promoted fractional jet ownership. In 1999, the number of fractional owners in the United States grew to 2,591 and increased further to 3,694 in the year 2000. By the year 2002, over 20 companies offered fractional ownership programs in the United States, and 700 aircraft were dedicated to fractional programs, which translated to over 4,000 individuals and companies who held fractional ownership (“The New Way to Fly”, 2002; Worrells, NewMyer, & Ruiz, 2001).

Seeing the growth and opportunity in the industry, a number of companies offering options other than full ownership emerged. Examples of these entrants include: Vista Jet in 2004, XOJet and JetSuite in 2006, PrivateFly in 2007, and Magellan Jets in 2008. Between 2003 and 2007, the total global annual sales of private jets more than doubled to \$19.4 billion. These new companies purchased and/or leased aircraft, contributing to the growth of the private jet industry (General Aviation Manufacturers Association, 2015). In 2008, 1,100 private jets were delivered globally (Pasztor, 2016). The most notable industry impact these operators had, other than aiding in further expanding the industry, was that they leveraged the advent and mass access of the

Internet to contribute to simplifying the process and decision for consumers compared to how the private jet industry had operated prior to the Internet (Wynbrandt, 2016).

Before the Internet, operators and owners of private aircraft did not have a means to market the price, location, and availability of aircraft to potential private jet travelers. Seekers of private jet travel had to use methods, such as word-of-mouth and the Yellow Pages, to locate traditional brokers who then communicated by telephone and/or facsimile to make private travel arrangements. The Internet enabled advertising of private aviation services to a large global audience, and it allowed private jet travelers to more easily contact brokers, facilitating the process. The Internet also made possible the business model of membership programs, such as jet cards, and on-demand jet charter. Membership programs emerged as a less expensive alternative to fractional ownership because fractional ownership involves some of the risks and costs associated with full ownership, such as exposure to residual value fluctuations of aircraft at contract termination and the risk of fines against the owners of an aircraft if it is operated in violation of the Federal Aviation Regulations (“The New Way to Fly”, 2002; Starry & Bernstein, 2008). While membership programs lower financial barriers to entrance, they do not offer economic advantages, like tax benefits of depreciation, which are part of fractional or full ownership. Like fractional ownership, membership programs typically limit members to utilizing the hours in the same type of aircraft even if a member has different flight and aircraft needs. On-demand charter was introduced as an alternative due to the shortcomings of fractional ownership and membership programs. On-demand charter offers individual flights on an individual trip basis without capital commitment or monthly fees (Starry & Bernstein, 2008;

StratosJets, 2011; “The New Way to Fly”, 2002). However, it is not proven that on-demand charter, or even membership programs, are always more cost effective than fractional ownership. “Without tax considerations, fractional ownership is more expensive than charter, but add in the depreciation possibilities from owning a share of an airplane, and it can at times be less expensive” (Huber, 2015).

The then recently established companies with fractional ownership, membership programs, and/or on-demand charter were challenged, and new competition was deterred for a few years during the global Great Recession in the late 2000s. Since 2011, a new wave of disruptive players have entered the industry. They have sought to attract the attention of “wealthy individuals who may not have a desire to own their own airplane but they do recognize the benefits of utilizing private aviation” (G. Gonzales, personal communication, July 5, 2016). Examples of the new entrants include: Victor in 2011, JetSmarter and BlackJet in 2012, Surf Air in 2013, and Beacon in 2014. Some of the factors particular to the industry that have contributed to the rise of these competitors with unique business models offering options other than full ownership have been noted. A couple of drivers of growth have been consumers’ continuing emphasis on value and by the reduction of available commercial flights, particularly in smaller markets, as a result of airline mergers (“Fractional Aircraft Ownership Grows As Added Programs Drive Value Perception | News & Publications | NBAA - National Business Aviation Association”, 2011). These new entrants have leveraged the evolution and mass adoption of modern mobile smartphones and their applications and touted unparalleled simplification and on-demand service of the process and decision for consumers seeking private jet travel.

Consequently, these newcomers have challenged the players that developed in the early and mid-2000s, as well as traditional private jet manufacturers, to adapt more quickly (G. Gonzales, personal communication, July 5, 2016) to remain competitive and attractive in the industry. The development of the disruptive companies offering private jet transportation services also have helped bring media attention to the private aviation industry. Many of these new companies, along with some of the companies that appeared in the early and mid-2000s, have been grouped together and described as “uberfying” the private jet market through “uber-style” apps. The description of these players as the ubers of private aviation is arguably misleading. Some sources point to BlackJet and Beacon, both having ceased operations in 2016, as examples of why the uber model does not function in private aviation. Of particular interest is that BlackJet was originally backed by an Uber co-founder yet only functioned a few years in the private jet market. Some in the industry are of the impression that the disruptive companies offering private jet transportation services are not sustainable in uber-like fashion (C. Caffrey, personal communication, August 26, 2016; Petruccione, 2016) because of the complex nature of private aviation. The operation of private jets, unlike vehicles, is affected by factors that include the weather, the daily number of hours worked by pilots, and the elevation of the destination city. Secondly, the economics of private aviation do not espouse expansion beyond natural markets, which is a model that Uber can employ. In private aviation, there are a relatively small number of routes that are truly viable – that is, affordable to travelers and profitable for operators – for jet-sharing programs during the season when a large number of high-net worth individuals fly between common locations. Companies who have tried to spread beyond popular routes to

expand to additional routes have done so until the business model starts to fail. The private aviation industry has inventory challenges that are unlike those of vehicles and drivers on the ground. Moving aircraft to accommodate demand, especially to provide on-demand service, in different parts of a country or around the world can drastically affect the finances of the company and the available inventory of aircraft where and when it is needed (Petruccione, 2016). Lastly, the nature of the private jet industry is that “although prospective patrons are small in number for private aviators, competitors are not” (Cardamenis, 2015), which is unlike Uber where the number of competitors is not exorbitant and the possible consumers are not finite. Nonetheless, these disruptors who are democratizing the private aviation industry by attempting to use the Uber approach are “trying to bring in a new demographic into the market that’s really never been there before or could afford it ever before. Instead of the one percent, it might be they’re trying to push towards the top 10 percent or 20 percent” (C. Caffrey, personal communication, August 26, 2016). In addition, these disruptive companies have contributed to making private jets available for more widespread booking and have placed multibillion-dollar orders for aircraft (Vincent, 2016), including the largest private aviation order in history made in 2011 by NetJets and valued at \$9.6 billion (Benzinga, 2012). With 837 aircraft in use for fractional operations as of 2015, which was a slight increase from 823 in 2014, and the number of fractional owners at 4,369 (General Aviation Manufacturers Association, 2015), it is evident that these new entrants have grown and revolutionized the private jet industry. “They’ve made the available pie larger and allowed for more individuals to have access to private aviation, which in turn is good for all of private aviation” (G. Gonzales, personal communication, July 5, 2016).

Global Private Aviation Market

Private jet sales totaled \$23.7 billion of the \$1 trillion spent in 2014 in the luxury market (Pathak, 2015). The number of private jets sold in 2015 decreased slightly to 718 from 722 in 2014 but still brought the total number of private jets in the world in 2016 to over 21,000 (AMSTAT Market Update Report, 2016; Copley, 2015; "Luxury resorts top travel destination for private jet owners - Luxury Daily - Research", 2016). Six countries (United States, Mexico, Brazil, Canada, Germany, and Britain) have three-fourths of the world's fleet on register, accounting for approximately 15,000 private jets in 2016 (McCarthy, 2016). In 2015, the use of private jets in the United States had increased to two-thirds (66 percent) of the global luxury air travel market up from slightly less than half (45 percent) in 2008, as the number of high-net worth individuals has increased in the world's largest economy (Cosgrave, 2015). While the United States continues to be the largest private aviation market in the world, having largely invented and improved private aviation, the United States also provides a framework for other countries as they build up their capabilities, industries, and economies (McCarthy, 2016).

According to *DG Amazing Experiences*, a new travel newsletter solely aimed for private jet owners, there are at least 10,000 private jet owners in North America who are present in all 50 U.S. states and another 3,000 private jet owners across 40 countries. It is estimated that private jet owners make over 100 flights annually and spend more than \$500,000 associated with these flights on travel related expenses, such as cruises and hotels. Moreover, the amount spent on

luxury purchases, including automobiles, fashion, jewelry, and real estate, by private jet owners collectively is approximately \$150 billion annually (Cardamenis, 2016).

Despite the significant contribution that private jets and private jet owners have on global luxury, the industry is undergoing trying circumstances. The pricing of new and used aircraft has been impacted because private jet owners have been keeping their current aircraft for longer and/or buying used aircraft (Hollinger, 2016). Also, the number of active private pilots has steadily declined in the last fifteen years from approximately 250,000 in the year 2000 to 170,718 by the end of 2015; from 2014 to 2015, there was a reduction of more than 4,000 private pilots (General Aviation Manufacturers Association, 2015). Although more recent numbers do not reflect such a strong growth of the private jet industry as in past years, those in the industry remain optimistic about the present and future of the private jet industry (G. Gonzales, personal communication, July 5, 2016; Harjani, 2014). According to Brad Stewart, CEO of XOJET, “It’s a good time to be in the private jet marketplace. Today is the global age of private aviation consumption. It’s never been easier and cheaper if you’re a private jet consumer to find a decent service provider” (Cave, 2015). Furthermore, the private jet industry continues to invest heavily in research and development, unlike in prior low and slow periods, which should contribute to future growth (G. Gonzales, personal communication, July 5, 2016). Future predictions, which are scrutinized because the private aviation industry measures success or lack of success based on the number of new aircraft sold, are also positive (Hollinger, 2016). The forecast for the global market for the next ten years is expected to be 9,000 jets worth \$270 billion with the

global industry continuing to be largely impacted by the United States, as it is expected to remain the largest market (Betts, 2016; Harjani, 2014; Hollinger, 2016).

Undoubtedly, the private aviation industry is colossal with the rise of the democratization of luxury in the sector having astronomical ramifications for the luxury industry. Therefore, studies of luxury in the private aviation industry are of worth and value.

CHAPTER 3

METHODOLOGY

Introduction

The framework of this methodology contains two parts. Part I consists of the procedure for the empirical evidence obtained involving a design in the form of a survey questionnaire, and Part II covers the process for the primary research involving industry expert interviews. This chapter concludes by addressing the limitations and future research recommendations.

Part I

Instrument for Data Collection

An online survey questionnaire (see Appendix A) consisting of a total of 19 questions was developed utilizing Qualtrics as the survey platform. These questions were formed to address the research questions and to provide valuable insights to the industry. The survey questionnaire contained 14 questions of the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes regarding the private jet industry to learn about the views and impressions of consumers and/or potential consumers of private jet travel and/or ownership. Of these 14 questions, 12 questions were close-ended, and two questions were open-ended. Of the 12 close-ended questions, nine were multiple-choice questions that requested respondents to select all that apply (with five of these questions providing the option to specify with “Other” when appropriate to avoid researcher bias), and three were scaled questions that allowed a single response (with one of these questions containing ratings of four images); three

of the 14 questions were contingency questions, and dichotomous questions were not utilized to avoid collecting data of little or no value (Trochim, 2008). The remaining five questions collected information about demographics; respondents were asked about their gender, age, household income, household net worth, and educational attainment. This data was used to create profiles of respondents.

The number of questions was also limited to a maximum of 19 questions, depending on skip logic, in an attempt to avoid respondents “satisficing” or “speeding” through the survey questionnaire that would attribute to negatively impacting the quality and reliability of the data and to minimize the number of respondents who abandon the survey questionnaire. Also, survey experience functions were enabled to allow a respondent to save and later continue the survey questionnaire within two weeks of the date a respondent commenced a survey questionnaire. To protect the quality of the data, ballot box stuffing capabilities were enabled to prevent individuals from taking the survey questionnaire more than once. As a result of these efforts, the abandonment rate was only 6 percent. The partial response completion ranged from 21 percent to 84 percent. These individuals stopped anywhere from the second question in the survey questionnaire to near completion exiting during the demographic questions. Abandonment may have been partially due to the “force response” design that every question required an answer with abandonment as an alternative. The incomplete survey responses were disregarded and were not included in the data analyzed.

Method of Data Collection

A quantitative research method was chosen to learn about the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of consumers and/or potential consumers regarding private jet travel and/or ownership, measuring the incidence of various views and impressions in the sample, and to obtain generalizable findings, quantifying the data in the sample (“Qualitative vs Quantitative Research » Snap Surveys”, 2016).

Data collection was performed through the structured technique of an online survey questionnaire by convenience sampling. A total of 330 potential respondents were directly provided access to the survey questionnaire with the goal of attaining 100 actual respondents. It was assumed that there would be approximately a 30 percent response rate, leaving a margin of 10 percent for error. Of the 330 potential respondents, there were 150 actual respondents ($N = 150$). Therefore, a net response rate of 45 percent was attained, which is a favorable, statistically significant rate.

To achieve this number of respondents, 243 individuals in my network were sent a private message through LinkedIn. LinkedIn was elected as the primary platform because it is one of the few social networks that does not have ages 18 to 29 as a majority; one-third of LinkedIn users are ages 30 to 49, and another one-third of users are ages 50 to 64 (Fryrear, 2015). Therefore, it was assumed that there would be more potential respondents who would be more established in their careers, have had more years of opportunity for some knowledge and/or experience with private jet travel, and/or be more likely to be able to afford to be consumers of

luxury due to higher incomes than those currently pursuing undergraduate or postgraduate degrees and/or starting or recently having started their careers.

Facebook was used as a secondary platform to private message 87 individuals to reach potential respondents who do not have a LinkedIn account. Each potential respondent was individually sent the same private message on both platforms to avoid any leading comments in the request, and the link to the survey questionnaire was provided so that the survey questionnaire was simply accessed by clicking the link. Although the same message was sent to each potential respondent, the message appeared to be individualized to increase the appeal of the request to the individual. For example, the standard message appeared personalized by including the name of the individual in the body of the message. Individuals were contacted via a private message because researchers have discovered that messages with personalized content result in a higher response and that personal additions to a private message promote higher response rates (Park, 2012).

This study was limited to individuals residing in the United States and/or of U.S. origin. Only individuals who met this qualification were contacted on LinkedIn. After the number of individuals who met this criteria were exhausted on LinkedIn, Facebook was used until a total of 330 individuals had been contacted. As the United States continues to be the largest private aviation market in the world, and the United States also remains the largest luxury market globally, it is an appropriate and significant country to examine (Cosgrave, 2015; Deloitte, 2016; Harjani, 2014).

The sample population was also stratified by technology savviness and by Internet access, particularly access and use of social media. Individuals who may have had a difficulty accessing the survey questionnaire may have been prevented by their level of technology savviness from responding to the survey questionnaire. Also, individuals did not have the opportunity to be respondents if they did not have a LinkedIn or Facebook account, or if individuals did not view the private message sent and/or access their social media account during the time that the survey questionnaire was available. However, the social media network was purposely leveraged instead of a traditional paper based survey, a telephone survey, or even emailing the survey. Survey specialists recommend online surveys over paper surveys because of the ability to create a survey with features that are user-friendly and appealing to respondents, disseminate the survey rapidly, enable respondents to quickly and conveniently complete the survey, and gather data collection automatically (Wyse, 2012). The link to the survey questionnaire was not posted or shared publicly on social media because the survey questionnaire was not designed with disqualifying logic to eliminate individuals who are not suitable respondents. For example, this study focused on individuals from and/or in the United States, and there is a large audience that would not fit this criteria on social media, particularly Facebook. Although Facebook has more options than LinkedIn to customize audiences for posts, Facebook was the secondary platform used only to reach 87 individuals. The survey questionnaire link was also not posted or shared via a status or page created to ensure that individuals had the opportunity to see the link to the survey questionnaire. Posting or sharing diminishes this control whereas a private message will be delivered and viewed by the individual

sooner or later. Lastly, a share or post for a survey questionnaire can be observed that it is not for a particular individual whereas the individual private message does not disclose to the individual that other recipients also view the same message, promoting higher response rates. The survey questionnaire was disseminated and available over the course of a couple of weeks, and respondents were given a deadline of approximately ten days to respond. Respondents were also requested in the private message and at the end of the survey questionnaire to ask others in their network to take the survey questionnaire to create a snowball effect from the convenience sampling. It was specified at the end of the survey questionnaire to only share it with individuals residing in the United States and/or of U.S. origin. Nevertheless, it is assumed that most respondents were those who received a direct private message on LinkedIn or on Facebook.

All responses remained anonymous so that respondents would feel comfortable disclosing their opinions and providing demographic information. It should be noted that participation was completely voluntary, and respondents were not incentivized for their participation.

Part II

Instrument for Data Collection

The second portion of the primary research consists of qualitative data. This data was obtained through interviews that were developed for industry experts. The questions in the industry interview were created to complement the data collected from the survey questionnaire and to address the research questions. Each industry interview was slightly tailored according to

the individual's background and expertise. All questions were open-ended to attain in-depth, descriptive responses that generate qualitative information (McLeod, 2008). The questions inquired about the individual's background in aviation, the private jet industry, and the company where the individual is employed and/or has been employed in the private jet industry.

A total of four interviews of industry experts were realized and utilized for this study. Three of the four interviews consisted of six questions. The number of questions was maintained under 10 and slightly over five to be considerate of the interviewee's time. Two of the three industry expert interviews (see Appendix B) consisting of six questions were structured email interviews. The interview questions were provided to the interviewee, and the interview wrote responses to the questions. The third industry interview (see Appendix C) consisting of six questions was conducted as a scheduled telephone call. This telephone interview lasted approximately 30 minutes and was digitally recorded with the consent of the interviewee to maintain the integrity of the interview. To avoid bias, the logistics of the recording did not interfere with the interview conversation. The telephone interview was subsequently meticulously transcribed.

One industry interview (see Appendix D) was an in-depth, semi-structured telephone interview. An interview guide consisting of twenty questions was provided prior to the scheduled telephone call in order to guide the discussion. A semi-structured interview was conducted, as it allows more flexibility in the exploration of themes and concepts during the conversation with natural follow up questions (Bryman & Bell, 2011). As the interviewee provided very thorough responses to the questions asked from the interview guide, a number of follow up questions

emerged over the course of the discussion. As a result, this interview provided great value and insight to this study. The telephone interview lasted approximately one hour and was digitally recorded with the consent of the interviewee to maintain the integrity of the interview. To avoid bias, the logistics of the recording did not interfere with the interview conversation. The telephone interview was subsequently meticulously transcribed.

Method of Data Collection

A total of 10 private aviation industry experts were contacted. Seven individuals were contacted via a short private message on LinkedIn and given the option to conduct the interview by telephone, email, video, or in person. Although the same message was sent to each potential interviewee, the message appeared to be individualized to increase the appeal of the request to the individual. Four industry experts agreed to the interview; two interviews were completed. One interview was conducted as an email interview and the second as a telephone interview. The other two individuals failed to complete the interview by agreeing to an email interview, but they did not provide the interview. Two other industry experts were recommended as references from personal contacts, and both agreed to an email interview. One of the individual's expertise in private aviation was unrelated to private jets; therefore, this interview is not included. Lastly, one individual was contacted via email, and the telephone interview was conducted shortly after.

It should be noted that participation was completely voluntary, and respondents were not incentivized for their participation.

Characteristics of Respondents

The four industry experts have professional aviation experience ranging from 2 years to 30 years for a combined total of over 50 years of experience. Three are male, and one is a female. Their ages range from mid-20s to early 50s. Two have a pilot license and have also served in the United States Armed Forces. Two are currently employed by companies with headquarters in North Carolina, one is employed by a company with headquarters in Florida but is based in New York, and another is employed by a company with headquarters in Nebraska but is based in Colorado. One is employed by a private jet manufacturer that sells full ownership, and one is employed by an “uber-like” disruptor. Another is employed as a pilot, and the other is employed by a jet card sales and aircraft management company.

Limitations and Future Research Recommendations

Several limitations of this study should be noted. While this study sought initially through a variety of methods, such as seeking access to join groups on social media (e.g. Private Jet Sharing Club, Private Jet - Active Empty Legs - Posting Board), to access private jet owners or individuals who have partial ownership, it does not contain empirical data from respondents who identify as currently owning a private jet or having fractional ownership (see Q4. Do you have any plans to own a private jet in the future? and Q10. Which best describes your experience with private jets? in Chapter 4). Therefore, studies that procure data from owners of private jets would be of tremendous value.

Secondly, this study does not focus specifically on one area of the private aviation industry. For example, it is not limited to researching only private jet travelers who charter or solely owners of pre-owned private jets or exclusively interviewing industry experts who focus on aircraft manufacturing or industry experts who only provide private jet owners financing. Studies that examine in-depth an area exclusively within the private aviation industry would be of great importance.

Although this study consists of quantitative and qualitative data, another limitation is that the online survey methodology for the quantitative data, as well as the brief industry interview methodology for the qualitative data, limits the ability to probe respondents further, observe respondents' reactions to questions, and observe and/or interview respondents interacting with and/or on a private jet. Studies that could overcome these barriers would be extremely valuable. Also, a convenient, non-random sample was utilized in this study. Studies with a completely random sample population would be beneficial.

This study is also limited by time and the academic lens through which it is conducted. This work was completed in under a year. Studies with longevity could observe and report changes and trends over a longer period of time. The scholarly framework for this study is luxury and the democratization of luxury. Research through other academic lenses that have not been applied to the private aviation industry, such as psychology, women's studies, or social media, would be of interest.

An aspect of this study that may be viewed as a limitation is that, despite efforts to reach more established professionals (see Part I Method of Data Collection), approximately one-half of

respondents are under age 35 and are considered Millennials, which are generally identified as individuals who are currently between the ages of 18 to 34. However, “the phenomenon of the ‘democratization of luxury’ gives to the researcher the ‘permission’ to sample a wider population than the few ‘really rich,’ (Kastanakis, 2010, p. 156). Albeit that more youthful individuals are associated with less wealth, as they are in the early stages of their careers, investments, and/or academic studies to further their professional development and wealth, the democratization of luxury phenomenon is often correlated with younger demographics as market expansion targets less affluent consumers. Furthermore, this population is relevant in this study, as previously alluded to (see Part I Democratization of Luxury in Chapter 2), because the significant change of the evolution of the term “luxury” occurring within the industry is partially due to the influence of Millennials (Gustafson, 2015). Future studies that focus on Millennials and the private jet industry as well as research that excludes Millennials from its investigation of the private aviation industry are encouraged.

Finally, this study was geographically limited to the United States. Respondents and industry experts reside and/or are of U.S. origin. Although this study obtained responses throughout the United States from North Carolina to New York to Florida and Nevada, there is opportunity for comparative and region-focused studies within the United States to compare and contrast private aviation consumers across the states. Moreover, future scholarly research of the private jet industry of countries and/or geographies, such as Latin America, Asia, Africa, and the Middle East would also be resourceful. These areas are important for a number of reasons. Latin America contains Mexico and Brazil, which are, after the United States, the world’s largest

markets for private jets and are expected to remain promising markets for private jets (Abiven, 2015; McMillin, 2015). Additionally, ultra-high-net-worth individuals in Latin America and in Africa “show a much stronger propensity for private jet ownership than the global average” (“Africa’s ultra rich more likely to own a private jet,” 2016). In Asia, where private jets are still predominantly viewed as a symbol of wealth, ultra-high-net-worth Asian owners comprise 6 percent of private jet owners in the world (Harjani, 2014). Lastly, Middle Eastern ultra-high-net-worth owners account for approximately 2 percent of the world’s ultra-high-net-worth private jet owners (Singh, 2016). Each of these environments is unique and should be appropriately examined with and without the academic lens of luxury and of the democratization of luxury, as timely academic studies of these private jet markets and their consumers would contribute to a better understanding of the global private aviation market.

There are a myriad of possibilities to expand upon this study and its limitations. It is hoped that this research will propel future scholarly work on the private aviation industry.

CHAPTER 4

RESULTS

Introduction

The framework of this chapter contains two parts. Part I presents the results for the empirical evidence obtained involving the survey questionnaire, and Part II consists of the results for the primary research involving industry expert interviews.

Part I features a summary of the empirical data; it also represents the results for each question with a corresponding figure or table. Each question appears in the same order as in the survey questionnaire, and it is followed by data that is accentuated from the question to include profiles of the respondents. The focus is primarily on profiles of those who would most likely be of interest to the private jet industry. However, respondents who are currently less likely to be future private jet travelers and/or owners are also underscored, as these responses are of interest for the industry to study and understand these respondents and their perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of the private jet industry so that it can be assessed if and/or how profiles of similar individuals or groups of individuals could be converted into private jet travelers and/or private jet owners.

Part I

Q1. How knowledgeable are you about the private jet industry?

To gage respondents' familiarity, understanding, and cognizance of the industry, respondents were asked how knowledgeable they are about the private jet industry. A total of 37

percent of respondents perceive to have at least slight knowledge about the private jet industry.

Of this 37 percent, 4 percent perceive to be extremely or very knowledgeable, and 33 percent perceive to have moderate or slight knowledge. The remaining 63 percent of respondents perceive that they have no knowledge at all about the private jet industry, as shown in Figure 1.

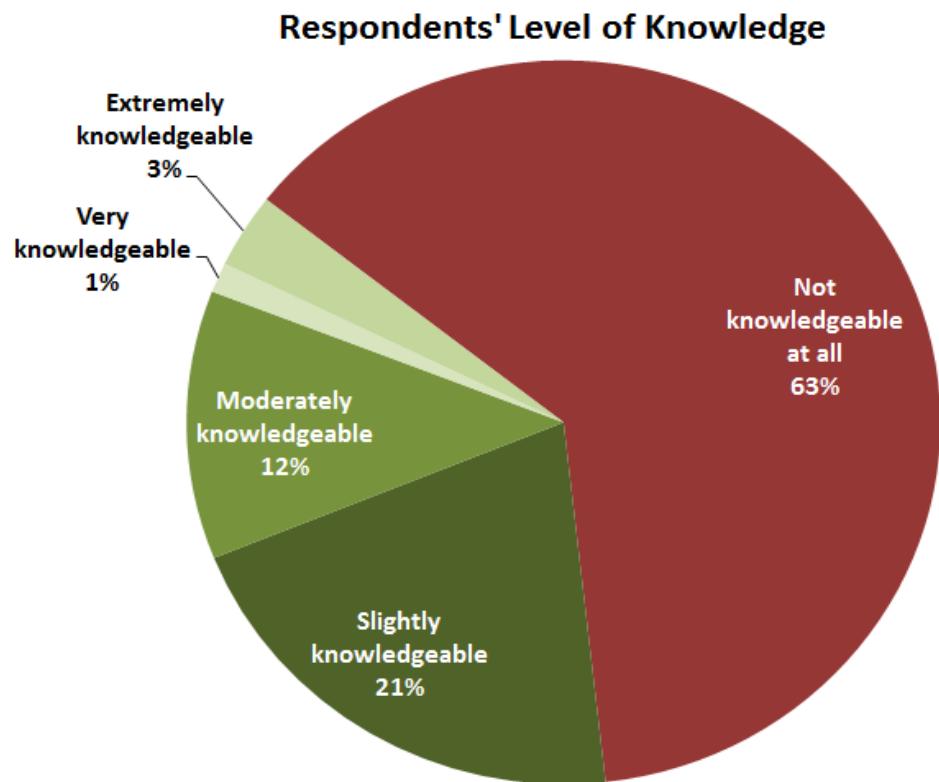


Figure 1. In response to the question: “How knowledgeable are you about the private jet industry?,” a total of 37 percent of respondents perceive to have at least slight knowledge about the private jet industry. Of this 37 percent, 4 percent perceive to be extremely or very knowledgeable.

A closer look at the profile of the 37 percent of respondents who perceive to have at least slight knowledge about the private jet industry reveals that 61 percent are male, and 39 percent are female. Seventy percent are age 35 or older. Forty-five percent have at least a Master's

degree. Fifty-two percent have a current household net worth (assets less liabilities) of at least \$250,000, and 55 percent have a current household annual income (before taxes) of at least \$100,000. Sixty-four percent could afford private jet travel in the future, and 36 percent could afford private jet ownership in the future. Seventy-five percent know someone in their network who travels on and/or owns a private jet. Fifty-four percent have traveled on a private jet; of this 54 percent, 13 percent have at least leased or chartered a private jet and/or have had a private jet card, and 30 percent have at least traveled on a private jet owned by a company where they were employed. Of this 54 percent who have traveled on a private jet, 77 percent have traveled 1 to 9 times, and 23 percent have traveled 10 or more times on a private jet. This 37 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

It is also notable that of the 4 percent of respondents who are extremely or very knowledgeable, 75 percent are male, and 25 percent are female. Sixty percent are age 35 or older. Forty-two percent have at least a Master's degree. Seventy-one percent have a current household net worth (assets less liabilities) of at least \$250,000, and 86 percent have a current household annual income (before taxes) of at least \$100,000. Fifty-seven percent could afford private jet travel in the future, and 43 percent could afford private jet ownership in the future. One hundred percent know someone in their network who travels on and/or owns a private jet. One hundred percent have traveled on a private jet; 29 percent have at least leased or chartered a private jet, and 71 percent have at least traveled on a private jet owned by a company where they were employed. Sixty percent have traveled 2 to 9 times, and 40 percent have traveled 10 to 49

times. This 4 percent rated Image 2 as most appealing followed by Image 1 with Image 3 and Image 4 at a tie (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

Although the profile of the 63 percent of respondents who perceive that they have no knowledge at all is diverse and is not examined in-depth, it should be noted that 25 percent have a current household net worth (assets less liabilities) of at least \$250,000, and 30 percent have a current household annual income (before taxes) of at least \$100,000. Of this 25 percent who have a current household net worth (assets less liabilities) of at least \$250,000, 57 percent have never traveled on a private jet. There is opportunity to attract and engage these affluent individuals to experience private jet travel.

Q2. Do you consider private jet *travel* to be something you could afford now or in the future?

To identify respondents who do not perceive themselves to be deterred financially from private jet travel and are and/or could be private jet travelers – irrespective of their knowledge of the industry – respondents were asked if they consider private jet travel to be something they could afford now or in the future. It should be noted that respondents were instructed to select all the options that apply in this question. As shown in Figure 2, a total of 52 percent of respondents replied positively; they did not definitively eliminate private jet travel due to affordability either now and/or in the future. Of this 52 percent, a total of 22 percent consider that they could afford private jet travel in the future with a total of 2 percent considering that they could afford private jet travel now. More specifically, 1 percent consider that they could afford private jet travel now

and in the future. Another 1 percent consider that they could afford private jet travel now; they did not select whether or not they could afford private jet travel in the future. It can be deduced that they could afford private jet travel in the future, but this is not reflected in Figure 2, as this conclusion is not explicit in the data. Five percent consider that they could afford private jet travel in the future but could not afford private jet travel now. Sixteen percent also consider that they could afford private jet travel in the future; however, they did not confirm that they could not afford private jet travel now. It can be concluded that they could not afford private jet travel now; this is not reflected in Figure 2, as this assumption is not definite in the data. A total of 29 percent consider that they could not afford private jet travel now; they do not identify whether or not they could afford private jet travel in the future. It can be presumed that they do not know if they could afford private jet travel in the future, but it is only known that they did not definitively eliminate private jet travel due to affordability in the future; this is not evident in Figure 2 because this postulation is not absolute. A total of 48 percent eliminated private jet travel because they consider that they could not afford private jet travel now and/or in the future. In particular, 22 percent consider only that they could not afford private jet travel in the future. It is inferred that they could not afford private jet travel now; however, this is not shown in Figure 2 because it is not irrefutable. Lastly, 26 percent consider that they could not afford private jet travel now or in the future.

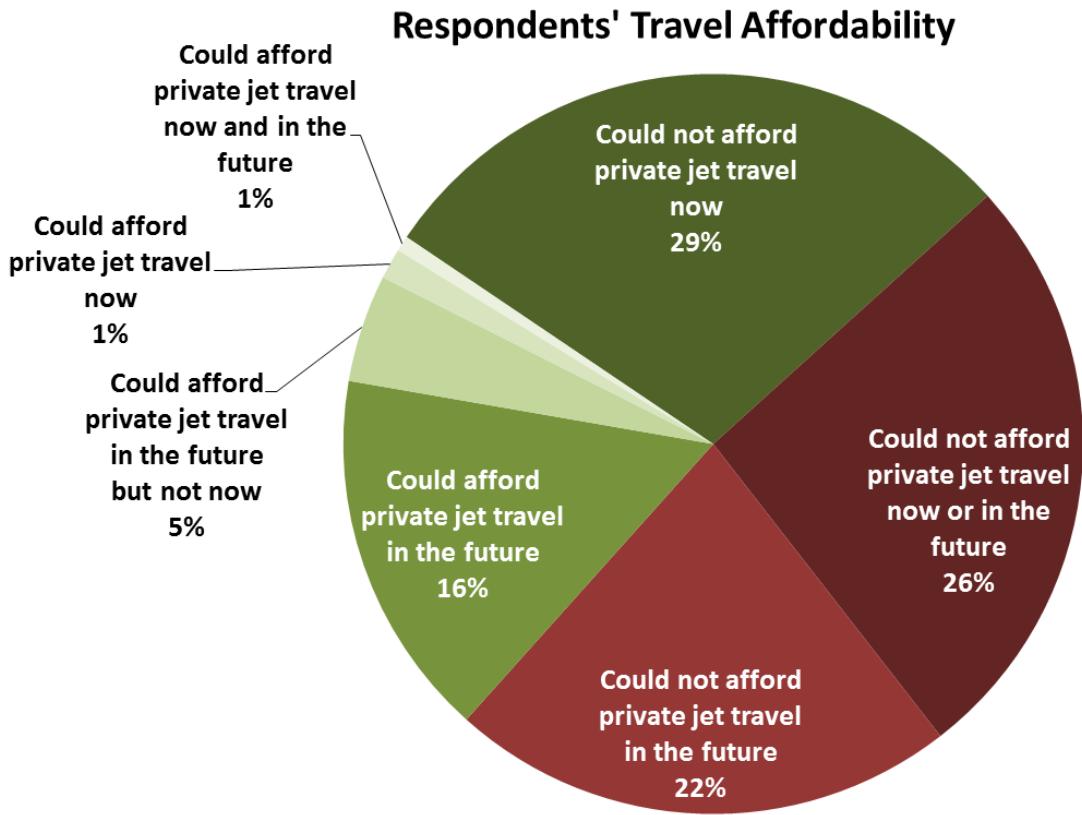


Figure 2. In response to the question: “Do you consider private jet travel to be something you could afford now or in the future?,” a total of 52 percent of respondents replied positively; they did not definitively eliminate private jet travel due to affordability either now and/or in the future. Of this 52 percent, a total of 22 percent consider that they could afford private jet travel in the future with a total of 2 percent considering that they could afford private jet travel now.

A closer look at the profile of the 22 percent of respondents who consider that they could afford private jet travel in the future reveals that 55 percent are male, and 45 percent are female. Forty-five percent are age 35 or older. Thirty-two percent have at least a Master’s degree. Sixty-one percent have a current household net worth (assets less liabilities) of at least \$250,000, and 48 percent have a current household annual income (before taxes) of at least \$100,000. Eighty-one percent know someone in their network who travels on and/or owns a private jet. Fifty-eight

percent have traveled on a private jet; of this 58 percent, 29 percent have at least leased or chartered a private jet and/or have had a jet card, and 65 percent have at least traveled on a private jet owned by a company where they were employed. Of this 58 percent who have traveled on a private jet, 71 percent have traveled 1 to 9 times, and 29 percent have traveled 10 or more times on a private jet. Ninety-four percent chose at least functionality (e.g. convenient, stress-free) as an aspect that makes and/or would make them want to travel on a private jet. This 22 percent rated Image 3 as most appealing followed by Image 4 and then Image 1 and Image 2 at a tie (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

It is also notable that of the 2 percent of respondents who consider that they could afford private jet travel now, it was found that 67 percent are female, and 33 percent are male. One hundred percent are age 35 or older. One hundred percent have at least a Master's degree. One hundred percent have a current household net worth (assets less liabilities) of at least \$1 million, and 100 percent have a current household annual income (before taxes) of at least \$250,000. Sixty-seven percent perceive that they have at least slight knowledge about the private jet industry. One hundred percent know only a friend in their network who travels on and/or owns a private jet. Sixty-seven percent have traveled on a private jet; 33 percent have at least chartered a private jet and/or have had a jet card, and 33 percent have at least traveled on a private jet owned by a company where they were employed. Of this 67 percent who have traveled on a private jet, 33 percent have traveled 2 to 9 times, and 33 percent have traveled 20 to 49 times on a private jet. One hundred percent believe at least that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental and that finding and/or understanding information

(e.g. pricing, online reviews) is difficult to be true about the process to undergo private jet travel. This 2 percent rated Image 3 as most appealing followed by Image 4, Image 2, and then Image 1 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

Q3. Do you consider private jet *ownership* to be something you could afford now or in the future?

To further distinguish who are and/or could be potential private jet owners – based on their affordability of private jet travel – respondents were asked if they consider private jet ownership to be something they could afford now or in the future. It should be noted that not all 150 respondents were shown this question and that respondents were instructed to select all the options that apply in this question. Respondents who considered at least either that they could afford private jet travel now or in the future were also asked if they could afford private jet ownership now or in the future. Of these respondents, a total of 93 percent replied positively; they did not explicitly eliminate private jet ownership in the future due to affordability, as shown in Figure 3. A total of 60 percent consider that they could afford private jet ownership in the future. Notably, 8 percent consider that they could afford private jet ownership now and in the future, and 11 percent consider that they could afford private jet ownership in the future but could not afford private jet ownership now. Forty-one percent consider that they could afford private jet ownership in the future; yet, they did not specifically disclose if they could or could not afford private jet ownership now. It can be deducted that they could not afford private jet ownership now, although this is not in Figure 3 because this determination is not conclusive.

Thirty-three percent consider that they could not afford private jet ownership now without indicating whether they could afford it in the future. It can be inferred that they could afford private jet ownership in the future, albeit the lack of clarification, but this deduction is not in Figure 3. Lastly, a total of 7 percent consider that they could not afford private jet ownership in the future, and it is surmised that they could not afford private jet ownership now; this supposition is not in Figure 3 because it is not determinative.

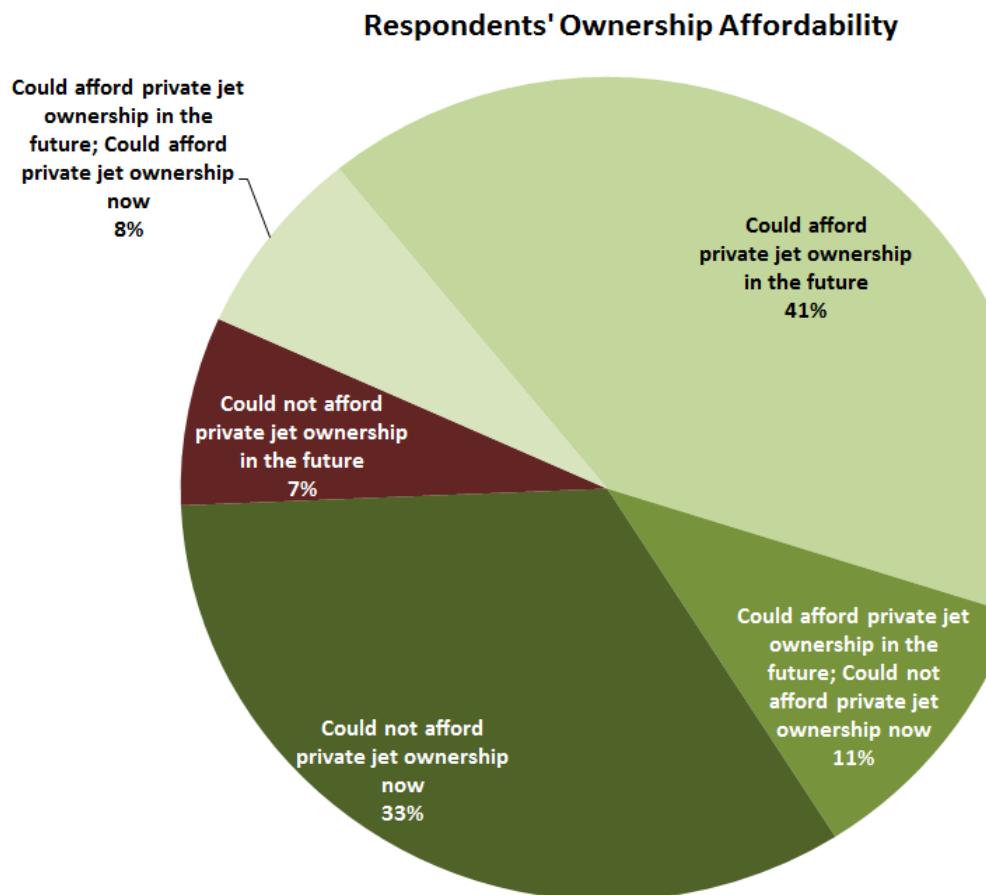


Figure 3. In response to the question: “Do you consider private jet **ownership** to be something you could afford now or in the future?,” a total of 93 percent replied positively; they did not explicitly eliminate private jet ownership in the future due to affordability. A total of 60 percent consider that they could afford private jet ownership in the future. Notably, 8 percent consider

that they could afford private jet ownership now and in the future. It should be noted that not all 150 respondents were shown this question.

A closer look at the profile of the 60 percent of respondents who consider that they could afford private jet ownership in the future reveals that 63 percent are male, and 37 percent are female. Fifty-six percent are age 35 or older. Thirty-one percent have at least a Master's degree. Sixty-three percent have a current household net worth (assets less liabilities) of at least \$250,000, and 63 percent have a current household annual income (before taxes) of at least \$100,000. One hundred percent perceive that they have at least slight knowledge about the private jet industry. Seventy-five percent have traveled on a private jet; of this 75 percent, 33 percent have at least leased or chartered a private jet, and 67 percent have at least traveled on a private jet owned by a company where they were employed. Of this 75 percent who have traveled on a private jet, 58 percent have traveled 1 to 9 times, and 42 percent have traveled 10 or more times on a private jet. One hundred percent know someone in their network who travels on and/or owns a private jet. Seventy-five percent believe that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental to be true about the process to undergo private jet travel. Ninety-four percent chose at least functionality (e.g. convenient, stress-free) as an aspect that makes and/or would make them want to travel on a private jet. Sixty-nine percent chose at least functionality (e.g. convenient, stress-free) as an aspect that makes and/or would make them want to own a private jet; 13 percent chose symbolism (e.g. status and image conveyed) only as an aspect that makes and/or would make them want to own a private jet. Thirteen percent chose the option of none. This 60 percent rated Image 3 and Image 4

equally appealing with a tie followed by Image 2 and then Image 1 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

It is also notable that of the 8 percent of respondents who consider that they could afford private jet ownership now, it was found that have 50 percent are male, and 50 percent are female. One hundred percent are age 55 or older. One hundred percent have at least a Master's degree. One hundred percent have a current household net worth (assets less liabilities) of at least \$1 million, and 100 percent have a current household annual income (before taxes) of at least \$500,000. One hundred percent know only a friend in their network who travels on and/or owns a private jet. One hundred percent have traveled on a private jet; 50 percent have at least chartered a private jet and/or have had a jet card, and 50 percent have at least traveled on a private jet owned by a company where they were employed. Fifty percent have traveled 2 to 9 times, and 50 percent have traveled 20 to 49 times on a private jet. This 8 percent rated Image 3 as most appealing followed by Image 4, Image 2, and then Image 1 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

Q4. Do you have any plans to own a private jet in the future?

To further explore the type of ownership of potential private jet owners – based on their affordability of private jet ownership – respondents were asked if they had any plans to own a private jet in the future. It should be noted that not all 150 respondents were shown this question. Respondents who considered at least either that they could afford private jet ownership now or in the future were also asked if they had any plans to own a private jet in the future. Of these

respondents, a total of 47 percent replied positively with plans to have some type of private jet ownership, as shown in Figure 4. More precisely, 8 percent have plans to acquire and own a private jet. Thirty-nine percent have plans to have fractional/partial ownership but not full ownership. Thirty-eight percent have plans to regularly travel on a private jet but do not plan to ever have any type of private jet ownership. Lastly, 15 percent do not plan to ever regularly travel on a private jet or to ever have any type of private jet ownership.

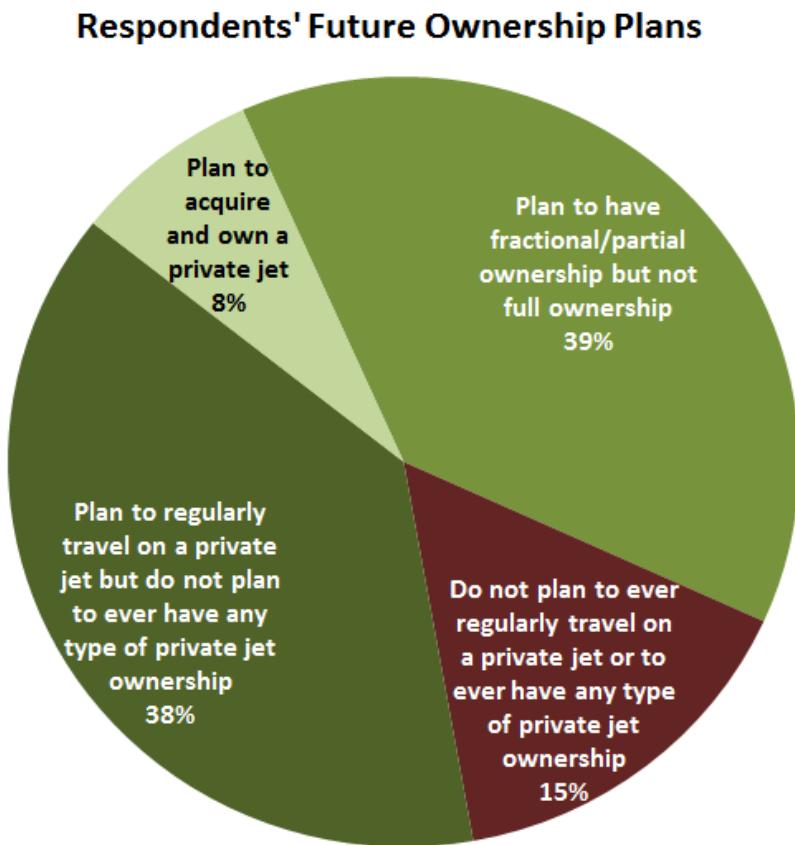


Figure 4. In response to the question: “Do you have any plans to own a private jet in the future?,” a total of 47 percent replied positively with plans to have some type of private jet ownership. Thirty-nine percent have plans to have fractional/partial ownership but not full ownership. Thirty-eight percent have plans to regularly travel on a private jet but do not plan to ever have any type of private jet ownership. It should be noted that not all 150 respondents were shown this question.

A closer look at the profile of the 39 percent of respondents who plan to have fractional/partial ownership but not full ownership found that 100 percent are male. Eighty percent are age 35 or older. Forty percent have at least a Master's degree. Eighty percent have a current household net worth (assets less liabilities) of at least \$500,000, and eighty percent have a current household annual income (before taxes) of at least \$100,000. One hundred percent perceive that they have at least slight knowledge about the private jet industry. One hundred percent have traveled on a private jet; 40 percent have at least leased a private jet, and 80 percent have at least traveled on a private jet owned by a company where they were employed. Eighty percent have traveled 2 to 9 times, and 20 percent have traveled 20 to 49 times on a private jet. One hundred percent know at least a friend in their network who travels on and/or owns a private jet. Eighty percent believe that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental while 60 percent believe that finding and/or understanding information (e.g. pricing, online reviews) is difficult to be true about the process to undergo private jet travel. One hundred percent chose at least functionality (e.g. convenient, stress-free), 60 percent chose at least emotion (e.g. pleasurable, luxurious), 40 percent chose at least economics (e.g. financial benefits, time savings), and 20 percent chose at least symbolism (e.g. status and image conveyed) as an aspect that makes and/or would make them want to travel on a private jet. The responses regarding aspects that make and/or would make them want to own a private jet slightly differ; 60 percent chose at least functionality (e.g. convenient, stress-free), 60 percent chose at least economics (e.g. financial benefits, time savings), 60 percent chose at least

emotion (e.g. pleasurable, luxurious), and 20 percent chose at least symbolism (e.g. status and image conveyed). This 39 percent rated Image 2 and Image 4 equally appealing with a tie followed by Image 3 and then Image 1 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

It is also notable that of the 38 percent of respondents who have plans to regularly travel on a private jet but do not plan to ever have any type of private jet ownership, 60 percent are female, and 40 percent are male. Sixty percent are age 35 or older. Forty percent have at least a Master's degree. Sixty percent have a current household net worth (assets less liabilities) of at least \$250,000, and 60 percent have a current household annual income (before taxes) of at least \$100,000. One hundred percent perceive that they have at least slight knowledge about the private jet industry. Eighty percent have traveled on a private jet; of this 80 percent, 50 percent have traveled 10-19 times, and 50 percent have traveled 20 or more times on a private jet. One hundred percent know someone in their network who travels on and/or owns a private jet. Sixty percent believe that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental, and 60 percent believe that finding and/or understanding information (e.g. pricing, online reviews) is difficult to be true about the process to undergo private jet travel. One hundred percent chose at least functionality (e.g. convenient, stress-free), 80 percent chose at least economics (e.g. financial benefits, time savings), 60 percent chose at least emotion (e.g. pleasurable, luxurious), and 20 percent chose at least symbolism (e.g. status and image conveyed) as aspects that make and/or would make them want to travel on a private jet. The responses regarding aspects that make and/or would make them want to own a private jet slightly differ; 60 percent chose at least functionality (e.g. convenient, stress-free), 40 percent chose at

least emotion, 40 percent chose at least economics, and 40 percent chose the option of none. This 38 percent rated Image 1 and Image 3 equally appealing with a tie followed by Image 2 and then Image 4 (See Figures 5, 5.1, 5.2, 5.3, and 5.4 for Images).

Q5. Please rate the following images based on how much they appeal you to seek to travel on and/or buy a private jet.

Having probed the level of respondents' knowledge and financial viability of private jet travel and ownership, respondents were asked to rate four images based on how much each image appealed them to seek to travel on and/or buy a private jet. The first image, Image 1, of a private jet flying over an exotic location appeals to the leisure travel aspect. The second image, Image 2, of a family with pets walking away from a private jet appeals to the travel with family and/or loved ones aspect. The third image, Image 3, of a beige interior design of a private jet appeals to the luxury aspect in the American market where classic interiors with beiges and creams are preferred (whereas the European market's preference is contemporary light leather and white light greys) (Harper, 2015). The fourth image, Image 4, of a businessman having walked off a private jet appeals to the business or corporate travel aspect. The question appeared as shown below on a non-mobile device for respondents to view all images and the scale of appeal. However, there do not appear to be any indications in the data that respondents did not evaluate each image independent of the other images.

Please rate the following images based on how much they appeal you to seek to travel on and/or buy a private jet.

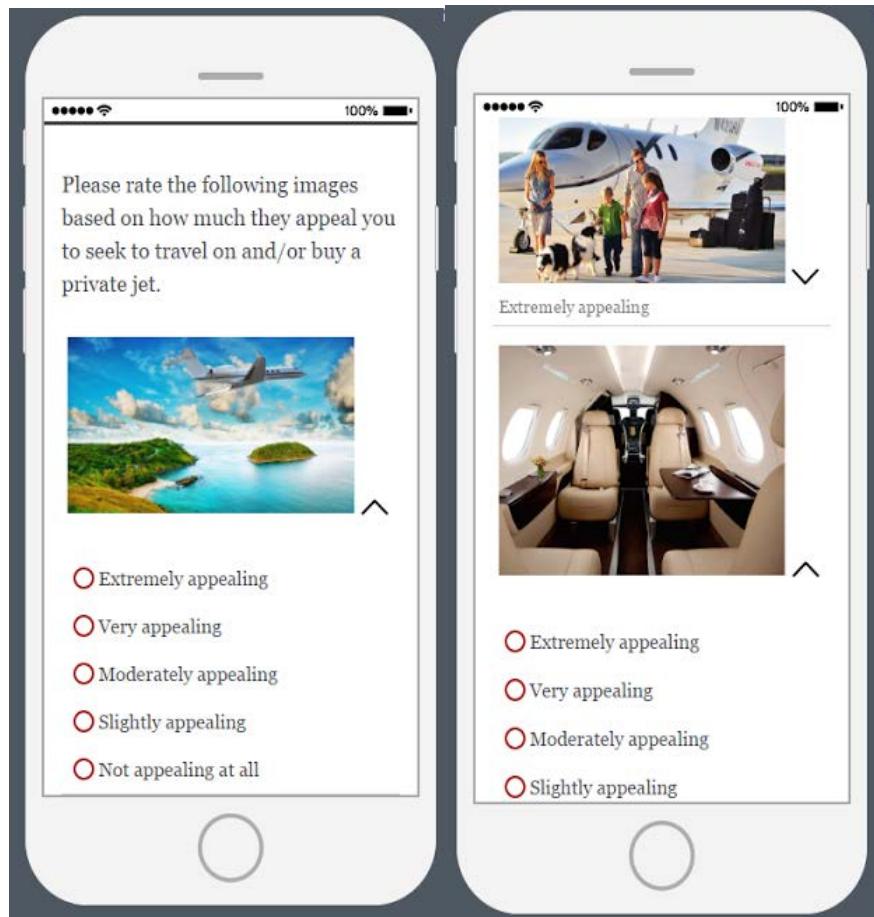
	Extremely appealing	Very appealing	Moderately appealing	Slightly appealing	Not appealing at all
	<input type="radio"/>				
	<input type="radio"/>				
	<input type="radio"/>				
	<input type="radio"/>				

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If the question was viewed on a mobile device, as shown below on the left, respondents could view one image at a time but could scroll to view the other images and respond to the other images in any order before making a selection for the image that first appeared. Once a response

was selected on an image, the answer choices would be hidden, and only the response selected would be visible below the image, as shown below on the right.



Overall, there existed a strong level of appeal for each image; the percentage of respondents who rated an image as not appealing at all were predominantly a minority, as shown in Figure 5. Also, there was not a particular image that was rated significantly the most or the least appealing. The ratings of appeal were often relatively similar. To determine and to compare

the level of appeal of each image, each answer choice was assigned a corresponding weight in the form a numeric value with the option of not appealing at all having a weight of zero.

Level of appeal	Weight
Extremely appealing	4
Very appealing	3
Moderately appealing	2
Slightly appealing	1
Not appealing at all	0

In the rating of extremely appealing, Image 1 had the highest rating with 25 percent followed very closely by Image 3 with 24 percent; Image 2 came in third place with 14 percent followed very closely by Image 4 with 13 percent, resulting in a total of 76 percent and an average of 19 percent rating of extremely appealing for all four images. In the next category, Image 3 was the image most rated very appealing with 31 percent followed by Image 1 with 25 percent. Image 2 had 24 percent, making it the third most very appealing image followed closely by Image 4, which was the image with the least number of respondents who rated it very appealing at 22 percent. This resulted in a total of 102 percent and an average of 26 percent rating of very appealing across all four images. Image 2 was most rated moderately appealing with 27 percent followed by Image 1 with 22 percent; Image 4 was very close behind with 21 percent followed by Image 3 with 20 percent. This results in a total of 90 percent and an average of 23 percent rating combined of the four images being moderately appealing. In slightly

appealing, Image 4 was rated highest with 21 percent followed by Image 2 with 19 percent. Image 3 was third in slightly appealing at 17 percent leaving Image 1 with the lowest rating in this category with 13 percent. This results in a total of 70 percent and an average of 18 percent rating of all four images in the slightly appealing category. Lastly, Image 4 was most often rated not appealing at all with 23 percent followed by Image 2 with 16 percent; Image 1 had 15 percent, and Image 3 had 8 percent in this category, resulting in a total of 62 percent and an average of 16 percent of the four images being not appealing at all.

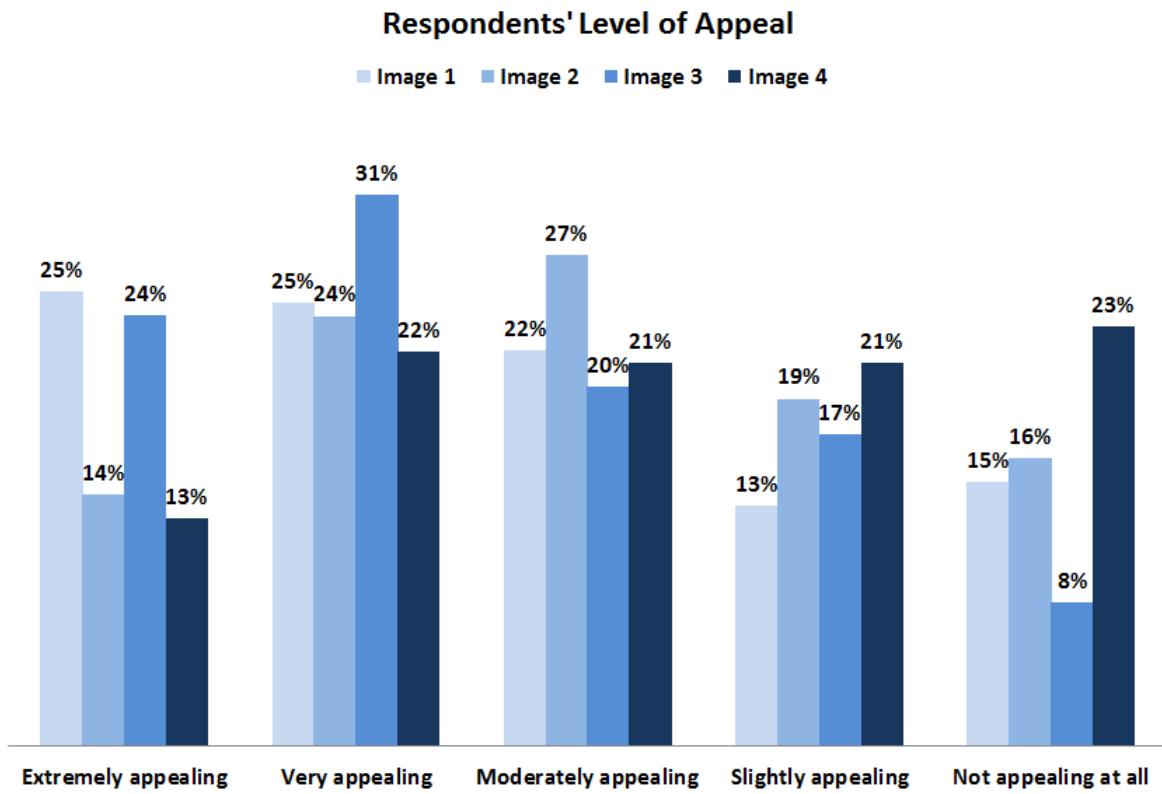


Figure 5. In response to: “Please rate the following images based on how much they appeal you to seek to travel on and/or buy a private jet,” overall, there existed a strong level of appeal for each image; the percent of respondents who rated an image as not appealing at all were predominantly a minority.

As shown in Figure 5.1, Image 1 had a very positive rating. A total of 50 percent of respondents rated Image 1 as extremely appealing or very appealing. This is the second highest combined percentage in these two highest categories of appeal. Twenty-two percent rated Image 1 as moderately appealing, and 13 percent rated it as slightly appealing. Fifteen percent rated Image 1 as not appealing at all, which is the second lowest percentage in this lowest category of appeal.

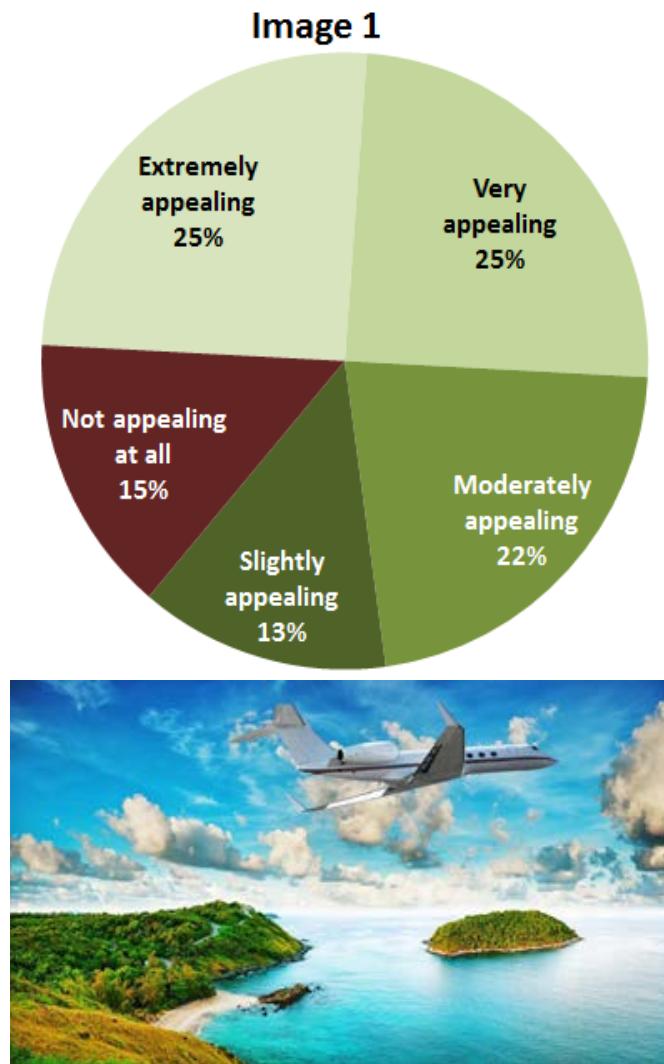


Figure 5.1. Image 1 had a very positive rating. A total of 50 percent of respondents rated Image 1 as extremely appealing or very appealing.

As shown in Figure 5.2, Image 2 had a good positive rating. A total of 38 percent of respondents rated Image 2 as extremely appealing or very appealing. This is the third highest combined percentage in these two highest categories of appeal. Twenty-seven percent rated Image 2 as moderately appealing, and 19 percent rated it as slightly appealing. Sixteen percent rated Image 2 as not appealing at all, which is the third lowest percentage in this lowest category of appeal.

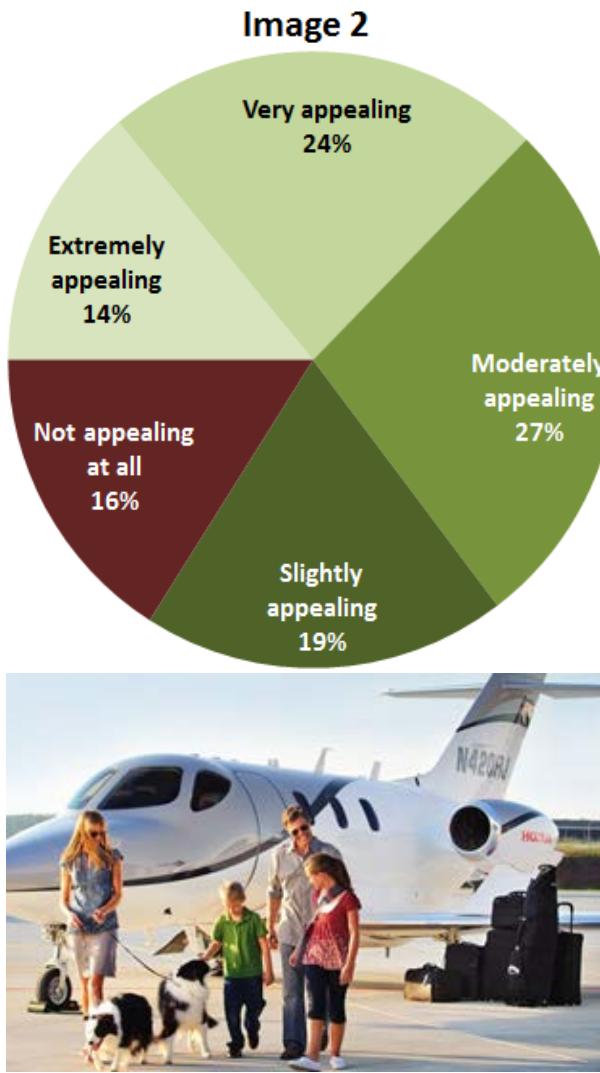


Figure 5.2. Image 2 had a good positive rating. A total of 38 percent of respondents rated Image 2 as extremely appealing or very appealing.

As shown in Figure 5.3, Image 3 had a very solid positive rating. A total of 55 percent of respondents rated Image 3 as extremely appealing or very appealing. This is the highest combined percentage in these two highest categories of appeal. Twenty percent rated Image 3 as moderately appealing, and 17 percent rated it as slightly appealing. Eight percent rated Image 3 as not appealing at all, which is the lowest percentage in this lowest category of appeal.

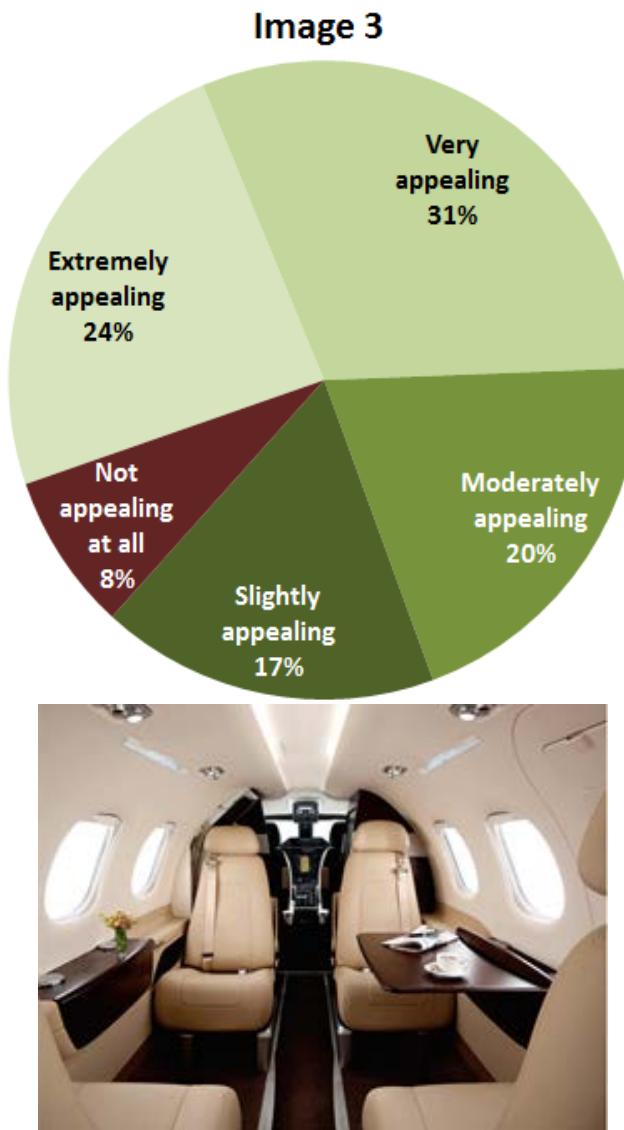


Figure 5.3. Image 3 had a very solid positive rating. A total of 55 percent of respondents rated Image 3 as extremely appealing or very appealing.

As shown in Figure 5.4, Image 4 also had positive rating. A total of 35 percent of respondents rated Image 4 as extremely appealing or very appealing. This is the lowest combined percentage in these two highest categories of appeal. Twenty-one percent rated Image 4 as moderately appealing, and 21 percent rated it as slightly appealing. Twenty-three percent rated Image 4 as not appealing at all, which is the highest percentage in this lowest category of appeal.

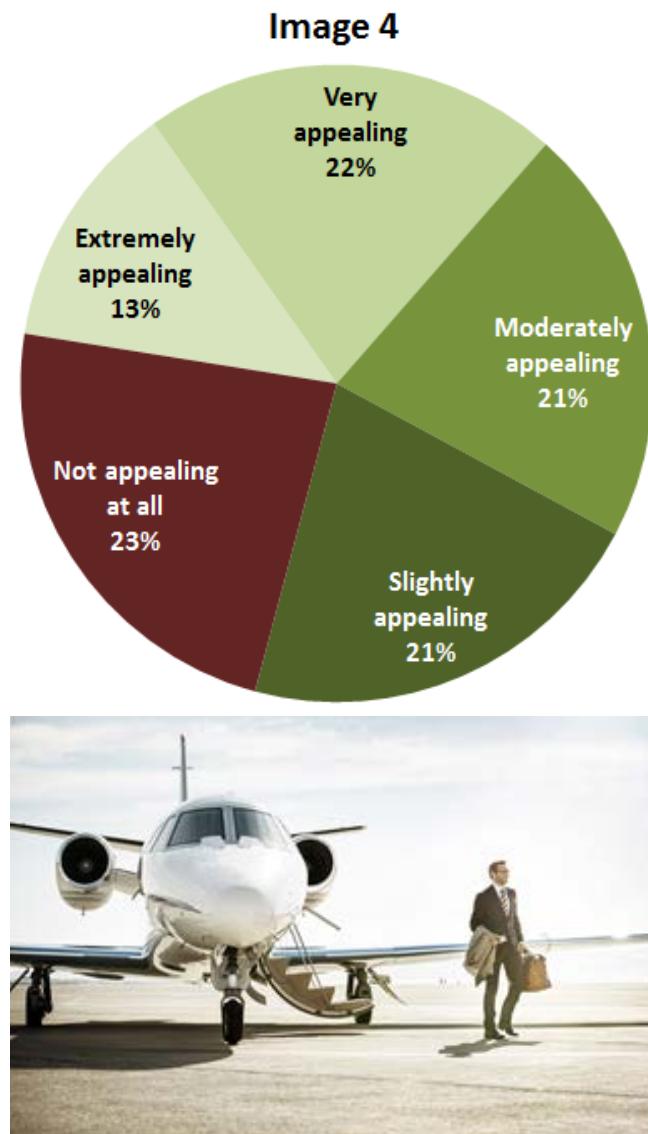


Figure 5.4. Image 4 also had positive rating. A total of 35 percent of respondents rated Image 4 as extremely appealing or very appealing.

Q6. Which of the following aspects make and/or would make you want to *travel* on a private jet?

Having provided visuals of private jet travel, respondents were asked which aspects make and/or would make them want to travel on a private jet. It should be noted that respondents were instructed to select all the options that apply in this question. As depicted in Table 1, a total of 94 percent of respondents selected that one or more of the four aspects [functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and image conveyed)] make and/or would them want to travel on a private jet with 6 percent electing the option of none. A total of 79 percent had functionality (e.g. convenient, stress-free) as one of the selections – excluding the responses with less than 1 percent. A total of 56 percent had emotion (e.g. pleasurable, luxurious) as one of the selections – excluding the responses with less than 1 percent. A total of 52 percent had economics (e.g. financial benefits, time savings) as one of the selections – excluding the responses with less than 1 percent. The most frequent response at 22 percent was the selection of three of the four aspects (not including the options of none or other): functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), and economics (e.g. financial benefits, time savings). The second most common response was functionality (e.g. convenient, stress-free) and emotion (e.g. pleasurable, luxurious) with 17 percent followed closely behind by functionality (e.g. convenient, stress-free) and economics (e.g. financial benefits, time savings) at 16 percent. Eleven percent elected only functionality (e.g. convenient, stress-free), and 9 percent elected all four aspects (not including the options of none or other): functionality (e.g.

convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and image conveyed). This is the category where symbolism (e.g. status and image conveyed) first appears, and it should be noted that symbolism (e.g. status and image conveyed) was never selected solely whereas the other three aspects were. The remainder of the elections ranged from 5 percent to less than 1 percent.

Aspects that make and/or would make respondents want to travel on a private jet	Percent
Functionality; Emotion; Economics	22%
Functionality; Emotion	17%
Functionality; Economics	16%
Functionality	11%
Functionality; Emotion; Economics; Symbolism	9%
None	6%
Emotion	5%
Economics	4%
Functionality; Emotion; Symbolism	2%
Functionality; Emotion; Economics; Other (safety)	1%
Functionality; Symbolism	1%
Emotion; Economics	Less than 1%
Emotion; Symbolism	Less than 1%
Emotion; Symbolism; Other (emergencies)	Less than 1%
Functionality; Other (safety)	Less than 1%
Functionality; Emotion; Economics; Other (airports closer to destination)	Less than 1%
Other (pets)	Less than 1%
TOTAL	100%

Table 1. In response to the question: “Which of the following aspects make and/or would make you want to **travel on a private jet?**,” a total of 94 percent of respondents selected that one or more of the four aspects [functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and image conveyed)] make and/or would them want to travel on a private jet with 6 percent electing the option of none.

It is also notable that of the 6 percent of respondents who selected none as an option to aspects that make and/or would them want to travel on a private jet, 67 percent are female, and 33 percent are male. Forty-four percent are age 35 or older. Twenty-two percent have at least a Master's degree. Twenty-two percent have a current household net worth (assets less liabilities) of at least \$250,000, and 22 percent have a current household annual income (before taxes) of at least \$100,000. Eighty-nine percent perceive that they have at least slight knowledge about the private jet industry. None consider that they could afford private jet travel in the future. Thirty-three percent know someone in their network who travels on and/or owns a private jet. None have traveled on a private jet, and 100 percent also selected none as an option to aspects that make and/or would them want to own a private jet. This 6 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

Q7. Which of the following aspects make and/or would make you want to *own* a private jet?

To further identify who are and/or could be potential private jet owners based on the aspects considered attracted, respondents were asked which aspects make and/or would them want to own a private jet. It should be noted that respondents were instructed to select all the options that apply in this question. As depicted in Table 2, a total of 71 percent of respondents selected that one or more of the four aspects [functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and image conveyed)] make and/or would them want to own a private jet with 29

percent selecting the option of none. A total of 53 percent had functionality (e.g. convenient, stress-free) as one of the selections – excluding the responses with less than 1 percent. A total of 40 percent had economics (e.g. financial benefits, time savings) as one of the selections – excluding the responses with less than 1 percent. A total of 32 percent had emotion (e.g. pleasurable, luxurious) as one of the selections – excluding the responses with less than 1 percent. The most common response at 15 percent was the selection of three of the four aspects (not including the options of none or other): functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), and economics (e.g. financial benefits, time savings). The second most common response, after the option of none, was functionality (e.g. convenient, stress-free) and economics (e.g. financial benefits, time savings) with 13 percent. The response that followed was functionality (e.g. convenient, stress-free) at 10 percent with functionality (e.g. convenient, stress-free) and emotion (e.g. pleasurable, luxurious) closely behind at 9 percent. The next most often response was economics (e.g. financial benefits, time savings) with 7 percent, and 4 percent elected all four aspects (not including the options of none or other): functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and image conveyed). This is the category where symbolism (e.g. status and image conveyed) first appears, and it should be noted that symbolism (e.g. status and image conveyed) was selected solely. The remainder of the responses ranged from 3 percent to less than 1 percent.

Aspects that make and/or would make respondents want to own a private jet	Percent
None	29%
Functionality; Emotion; Economics	15%
Functionality; Economics	13%
Functionality	10%
Functionality; Emotion	9%
Economics	7%
Functionality; Emotion; Economics; Symbolism	4%
Emotion	3%
Symbolism	2%
Functionality; Economics; Symbolism	1%
Functionality; Emotion; Symbolism	1%
Functionality; Symbolism	Less than 1%
Functionality; Economics; Other (safe)	Less than 1%
Functionality; Other (all of the above & pets)	Less than 1%
Economics; Other (control of the asset)	Less than 1%
Economics; Symbolism	Less than 1%
Emotion; Symbolism	Less than 1%
Other (interest in jet sharing but not owning)	Less than 1%
TOTAL	100%

Table 2. In response to the question: “Which of the following aspects make and/or would make you want to own a private jet?,” a total of 71 percent of respondents selected that one or more of the four aspects [functionality (e.g. convenient, stress-free), emotion (e.g. pleasurable, luxurious), economics (e.g. financial benefits, time savings), and symbolism (e.g. status and

[image conveyed)] make and/or would them want to own a private jet with 29 percent selecting the option of none.

It is also notable that of the 29 percent of respondents who selected none as an option to aspects that make and/or would them want to own a private jet, 62 percent are female, and 28 percent are male. Forty-two percent are age 35 or older. Fifty-six percent have at least a Master's degree. Thirty-five percent have a current household net worth (assets less liabilities) of at least \$250,000, and 35 percent have a current household annual income (before taxes) of at least \$100,000. Thirty percent perceive that they have at least slight knowledge about the private jet industry. Fourteen percent consider that they could afford private jet travel in the future. Fifty-one percent know someone who travels on and/or owns a private jet. Thirty percent have traveled on a private jet; of this 30 percent, 8 percent have at least chartered a private jet and/or have had a private jet card, and 31 percent have at least traveled on a private jet owned by a company where they were employed. Of this 30 percent who have traveled on a private jet, 84 percent have traveled 1 to 9 times, and 16 percent have traveled 20 or more times on a private jet. This 29 percent rated Image 1 as most appealing followed by Image 3, Image 2, and then Image 4.

Q8. Which do you believe is true about the process to undergo private jet travel?

To better understand respondents' perceptions about the private jet industry and explore possible barriers to consumption, respondents were asked what they believe is true about the process to undergo private jet travel. It should be noted that respondents were instructed to select all the options that apply in this question. As depicted in Table 3, a total of 54 percent believe

that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental – excluding the responses with less than 1 percent. A total of 47 percent believe that finding and/or understanding information (e.g. pricing, online reviews) is difficult – excluding the responses with less than 1 percent. A total of 28 percent believe that having a private pilot certificate is important while a total of 27 percent believe that travel arrangements are complex and time-consuming to effectuate – excluding the responses with less than 1 percent. Additionally, a total of 9 percent believe that industry experts are not available and/or genuinely helpful. The response that was most common with 15 percent was solely that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental. The second most frequent response with 12 percent was that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental and finding and/or understanding information (e.g. pricing, online reviews) is difficult. The third most chosen response was the option of none at 11 percent. The remainder of the elections varied from 7 percent to less than 1 percent.

Factors respondents believe are true about the process to undergo private jet travel	Percent
Recommendations from a trusted source are instrumental	15%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult	12%
None	11%
Recommendations from a trusted source are instrumental; Having a private pilot certificate is important	7%
Finding and/or understanding information is difficult	6%
Finding and/or understanding information is difficult; Travel arrangements are complex and time-consuming to effectuate	6%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Having a private pilot certificate is important	5%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Travel arrangements are complex and time-consuming to effectuate	4%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate	3%
Recommendations from a trusted source are instrumental; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	3%
Finding and/or understanding information is difficult; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	3%
Travel arrangements are complex and time-consuming to effectuate	3%
Having a private pilot certificate is important	3%

Other (expensive; do not know)	3%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	2%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful	1%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	1%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful; Having a private pilot certificate is important	1%
Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful	1%
Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful; Having a private pilot certificate is important	1%
Finding and/or understanding information is difficult; Having a private pilot certificate is important	1%
Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate	1%
Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	1%
Recommendations from a trusted source are instrumental; Finding and/or understanding information is difficult; Other (new online tools reduce the customization expected in private travel)	Less than 1%
Recommendations from a trusted source are instrumental; Industry experts are not available and/or genuinely helpful; Travel arrangements	Less than 1%

are complex and time-consuming to effectuate; Having a private pilot certificate is important	
Recommendations from a trusted source are instrumental; Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate	Less than 1%
Recommendations from a trusted source are instrumental; Travel arrangements are complex and time-consuming to effectuate	Less than 1%
Finding and/or understanding information is difficult; Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	Less than 1%
Industry experts are not available and/or genuinely helpful; Travel arrangements are complex and time-consuming to effectuate; Having a private pilot certificate is important	Less than 1%
TOTAL	100%

Table 3. In response to the question: “Which do you believe is true about the process to undergo private jet travel?,” the response that was most common with 15 percent was solely that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental.

A closer look at the profile of the 15 percent of respondents who believe only that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental to be true about the process to undergo private jet travel reveals that 73 percent are male, and 27 percent are female. Fifty percent are age 35 or older. Thirty-two percent have at least a Master’s degree. Seventy-three percent have a current household net worth (assets less liabilities) of at least \$250,000, and 64 percent have a current household annual income (before taxes) of at least \$100,000. Fifty-five percent perceive that they have at least slight knowledge about the private jet industry. Thirty-two percent consider that they could afford private jet travel in the future, and 23 percent consider that they could afford private jet ownership in the future. Sixty-four percent

know someone in their network who travels on and/or owns a private jet. Fifty percent have traveled on a private jet; of this 50 percent, 45 percent have at least traveled on a private jet owned by a company where they were employed. Of this 50 percent who have traveled on a private jet, 91 percent have traveled 1 to 9 times, and 9 percent have traveled 10 or more times on a private jet. This 42 percent rated Image 3 as most appealing followed by Image 4, Image 1, and then Image 2.

Q9. How would you change or improve private jet travel and/or ownership (e.g. availability of information, booking process, cost)?

To give respondents an opportunity to provide suggestions on how to modify or better private jet travel and ownership – regardless if respondents have traveled on a private jet or not – respondents were asked how they would change or improve private jet travel and/or ownership (e.g. availability of information, booking process, cost). It should be noted that the question was posed without providing answer choices for respondents to choose from. After removing one-third of responses that were not insightful (ex. not knowledgeable enough to comment, not sure, not interested, no opinion), the responses were color coded with words highlighted and grouped into categories, as shown in Figure 6. The word cost, or a variation of the word, appeared a total of 31 times, and words related to cost, such as affordable, price/pricing, cheaper, expensive, wealthy, were mentioned a total of 21 times for a total of 52 times that cost and related words were used. The word information, or a variation of the word, appeared a total of 18 times; the word available, or a variation of the word, also appeared a total of 18 times. These two words

often appeared with each other or in the same sentence. Related words, such as access, understand, options, centralize, and approachable, appeared 16 times for a total of 52 times that available and information and related words were used. The word booking, or a variation of the word, appeared a total of 11 times. Moreover, recommendations beyond cost and information and related words were mentioned. The word sharing, or a variation of the word, appeared a total of 6 times, and related words, such as Airbnb and Uber, appeared 5 times for a total of 11 times that sharing and related words were used. The word communication, or a variation of the word, appeared a total of 3 times, and related words, such as advertising, and marketing were mentioned a total of 6 times for a total of 9 times that communication and related words were used. The word website, or a variation of the word, appeared a total of 7 times. The word safe, or a variation of the word, appeared a total of 6 times. The word regulations was mentioned a total of 4 times. The word transparency, the word business, and the word environment, or a variation of each word, each appeared a total of 2 times. Lastly, miscellaneous comments that are insightful (in light purple) include: Private jet companies are not well known or recognizable, so I don't know who to trust; I[']d rather splurge on business class on commercial flight; I think I would travel on a private jet if it was through a trusted friend; Family friendly, Detailing advantages and disadvantages over commercial; Availability of experts; Private jet travel seems like it has a difficult barrier to entry.

Respondents' Suggestions for Change or Improvement

Create websites and/or information sources specifically for private jet travel, making it easier to access private jet services. Also, reduced cost would make me more likely to use pri			
Cost			
I perceive that private jet travel is simply too expensive for most.			
More flying options			
Family friendly			
Make it available at a reasonable price. Allow the common people have access at least once in their life time. Advertise it has convenient travel versus a luxury travel.			
I've been on two private jets for a former job and did not need to make any of the arrangements, the company owned them and did all of that for the employees.			
Cost effective, emergency travel			
cost first and foremost....			
I don't know anything about the process, so I'd say make more information available to those who are interested.			
Have travel option/pricing available along with the public reservations on sites such as Travelocity, etc.			
ensure that brokers of charter or aircraft have a license. too easy to set up shop and convince a trusting public that they know something special when in reality most brokers don't make it cheaper and safer			
Not sure what the regulations are, but if there is true competition then the availability of information would be widespread, the booking process simple, and the cost competitive.			
Majority of customers who use this type of transportation are business folks. I believe it's important for customers to feel comfortable; maybe offer good quality pillows and blankets.			
Transparency.			
no central source			
Better websites			
Cost.			
More advertisements?			
Expand share time to be even more affordable with more shareholders but less time owned			
A company is already doing this, but I only know of JetSmarter that is doing it. Basically it's a jet membership, this way you don't have to own or maintain the plane, but have one available			
Understanding more about it			
Sublet of leased jets or Timeshare.			
Make it more affordable and safe			
More services like JetSmarter which is a disruptor in this space			
Making the booking process easier, improving the cost			
I would want private jet ownership to be more environmentally responsible.			
Currently unfamiliar with the booking process, but I would imaging making that an easier process like it is to book a normal flight.			
Make it easy to calculate cost and cost savings. For example 4 tickets Raleigh to Las Vegas Commercial \$2,000. Private Jet _____, etc.			
I don't think of myself as a "private jet kind of person", so I have never seriously considered it. If it was a viable option for someone like me, better communication			
Advertisement			
lower cost, increase accessibility and awareness of option			
More obvious government regulation. For example, a few friends tried to book a private flight to Cuba online and the company took all their information and deposited it with the government.			
Make more information available			
I would like to a system in place where complete strangers could jointly book a private jet to key cities around the world if available. Each travel would divide the cost among the passengers.			
Improve availability of information			
Eliminate contracts and go with month to month agreements or go with an "uber-like" operation			
Make it cheaper.			
Through websites, reviews of jet owners.			
I really have never considered this option--I view it as something for very wealthy business owners/executives.			
Better communication about and incentives for private jet-sharing programs.			
By providing statistics that it is safe if not more safe than commercial airlines. You always hear about crashes of small, personal planes inside the news.			
Transparency of costs.			
The fuel cost is very expensive.			
Make the process seem more accessible but maybe that's part of the allure...			
Availability of information about private jet travel would help increase use of private jets. Also lower costs would help. Many people want to pay for the convenience.			
More available info			
Better availability of pricing information and the ability to pool with select other travelers.			
Availability and cost			
Lower cost.			
Improve cost			
Cost is the rate limiting factor for most including myself			
No idea what the cost is or how many people can fly at a time to spread cost out. I would have no idea on where to even find information about it.			
I would like it to be more affordable.			
Increase salaries so that people can afford it			
Practical application of the industry. ex: a market that could begin to replace the current market similar to how AirBNB has revolutionized the stay industry.			
I would like to have more information about private jet travel and understand how someone can book a flight for the private jet.			

Less expensive	
Online booking options that price out the total trip.	
If cost was lower then it would be an option for more people	
I'd tax it higher so fewer people do it.	
I'm intrigued by private jet-sharing services. I would be interested to see that segment grow.	
It's not something I think about, I would never be able to afford it and I think it's extremely wasteful for the environment to use a private plane to travel.	
Availability of info. I have never thought of it as an option	
Price and ensuring safety	
Better marketing, make it more appealing to the general public.	
Group Shares, Short term leasing options	
Make the process of obtaining a private pilot's license less cost prohibitive.	
Cost is the only factor preventing me from using a private jet.	
make it more affordable	
I would clearly communicate the costs and way to book.	
Private jet travel seems like it has a difficult barrier to entry, information about it is not so readily available. It would be great if there was something like a ride share.	
Private jet companies are not well known or recognizable, so I don't know who to trust for travel. That makes me hesitant to travel through them in comparison to	
To improve private jet travel, I would develop a informative website about travel jets, the benefits, how to book, and get access (links) to private jet companies.	
Not common knowledge. Make it more common by addressing concerns such as cost and availability.	
Make information about private jet travel more available to the public, i.e. prices and process to book a private jet	
Cost is still out the price range for the average consumer. It's only beneficial if there is a group traveling at the same time.	
It seems unapproachable to me so I would start with making it more approachable	
I've never thought about it because I imagine it would be cost prohibitive.	
I have no idea, as this is pretty far out of my financial bracket.	
Airbnb for jets?	
easy to understand pricing, currently too many variables, safety records for all operators available	
Require FAA regulations for anyone offering air travel. Too easy to become a "bedroom broker" with a computer and a slick website.	
I would require charter brokers to have basic regulations like travel agents in order to offset the amount of embezzlement that follows through from unsavory characters th	
A lower cost of private jet usage would make me consider it.	
Availability of information and cost.	
Possibly create an option more affordable to those who currently can't or don't believe they can afford it. Possibly create a comparison chart detailing the advantages vs. dis	
Have a tab on the flight search websites like kayak, priceline, etc.	
Websites, social media marketing and even physical brochures located at Visitor Centers or airports would be most helpful.	
Easier to get more information on owning	
I'm not so interested in private jet travel. I rather splurge on business class on commercial flight. I think I would only travel on a private jet if it was through a trusted friend.	
I have never thought about it and thinking about it now doesn't lead to any actionable thoughts. I suppose the number one issue is cost, it is so expensive now relative to co	
Make it easier to find options for private jet travel	
More cost effective, and ease of use	
The average person would probable have no idea how to book private travel. For those who have access or know people who fly/own private aircraft the accessibility is much	
Cost, safety	
More availability of experts	

Figure 6. In response to the question: “How would you change or improve private jet travel and/or ownership (e.g. availability of information, booking process, cost)?,” areas beyond cost and information and related words were mentioned. The word sharing, or a variation of the word, appeared a total of 6 times, and related words, such as Airbnb and Uber, appeared 5 times for a total of 11 times that sharing and related words were used. The word safe, or a variation of the word, appeared a total of 6 times.

While cost and information and related words may have been the most common answers, there are other notable themes that appear, such as the theme of sharing and the area of safety.

Q10. Which best describes your experience with private jets?

To ascertain respondents' travel and type of travel on private jets, respondents were asked about their experience with private jets. It should be noted that respondents were instructed to select all the options that apply in this question. As depicted in Table 4, a total of 32 percent of respondents have traveled on a private jet. Of those who have traveled on a private jet, a total of 18 percent have traveled on a private jet owned by a friend or family member; a total of 11 percent have traveled on a private jet owned by a company where they were employed – excluding the responses with less than 1 percent. A total of 7 percent have traveled on a private jet owned by a client – excluding the responses with less than 1 percent. The most common response, after the response of having never traveled on a private jet, was that of 13 percent having traveled only on a private jet owned by a friend or family member followed by 6 percent having traveled only on a private jet owned by a company where they were employed. The remainder of the responses, other than the 68 percent who have never traveled on a private jet, range from 2 percent to less than 1 percent.

Respondents' experience with private jets	Percent
Never traveled on a private jet	68%
Traveled on a private jet owned by a friend or family member	13%
Traveled on a private jet owned by a company where employed	6%
Traveled on a private jet owned by a client	2%
Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a client	2%
Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a client; Traveled on a private jet owned by a friend or family member	2%
Chartered a private jet; Traveled on a private jet owned by a friend or family member	1%
Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a friend or family member	1%
Traveled on a private jet owned by a client; Traveled on a private jet owned by a friend or family member	1%
Chartered a private jet; have/had a private jet card; Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a friend or family member	Less than 1%
Chartered a private jet; Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a friend or family member	Less than 1%
Leased a private jet; Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a client; Traveled on a private jet owned by a friend or family member	Less than 1%
Leased a private jet; Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a friend or family member	Less than 1%
Leased a private jet; Traveled on a private jet owned by a company where employed; Traveled on a private jet owned by a client; Traveled on a private	Less than 1%

jet owned by a friend or family member; Other (started & co-owned a private jet management & charter company still in operation)	
Have/had a private jet card; Traveled on a private jet owned by a company where employed	Less than 1%
Other (traveled on a private jet owned by a family member's employer)	Less than 1%
TOTAL	100%

Table 4. In response to the question: “Which best describes your experience with private jets?,” a total of 32 percent of respondents have traveled on a private jet. Of those who have traveled on a private jet, a total of 11 percent have traveled on a private jet owned by a company where they were employed – excluding the responses with less than 1 percent.

A closer look at the profile of the 32 percent of respondents who have traveled on a private jet reveals that 60 percent are male, and 40 percent are female. Sixty-three percent are age 35 or older. Thirty-three percent have at least a Master’s degree. Sixty percent have a current household net worth (assets less liabilities) of at least \$250,000, and 60 percent have a current household annual income (before taxes) of at least \$100,000. Sixty-three percent perceive that they have at least slight knowledge about the private jet industry. Forty-two percent consider that they could afford private jet travel in the future. Eighty-five percent chose functionality (e.g. convenient, stress-free) as an aspect that makes and/or would make them want to travel on a private jet. Eighty-three percent know someone in their network who travels on and/or owns a private jet. Seventeen percent have at least leased or chartered a private jet and/or have had a private jet card, and 48 percent have at least traveled on a private jet owned by a company where they were employed. Eighty-five percent have traveled 1 to 9 times, and 15 percent have traveled 10 or more times on a private jet. This 32 percent rated Image 3 followed by Image 2, Image 1, and then Image 4.

It is also notable that of the 11 percent who have traveled on a private jet owned by a company where they were employed, 59 percent are male, and 41 percent are female. Eighty-eight percent are age 35 or older. Twenty-four percent have at least a Master's degree. Eighty-three percent have a current household net worth (assets less liabilities) of at least \$250,000, and 76 percent have a current household annual income (before taxes) of at least \$100,000. Sixty-five percent perceive that they have at least slight knowledge about the private jet industry. Forty-one percent consider that they could afford private jet travel in the future, and 24 percent consider that they could afford private jet ownership in the future. Seventy-six percent know someone in their network who travels on and/or owns a private jet. Eighty-two percent have traveled 1 to 9 times on a private jet, and 18 percent have traveled 10 to 19 times on a private jet. This 11 percent rated Image 1, Image 2, Image 3, and Image 4 equally appealing.

Q11. How many times have you traveled on a private jet?

To further comprehend respondents' travel and the frequency of the type of travel experienced on private jets, respondents were asked how many times they have traveled on a private jet. As shown in Figure 7, a total of 32 percent of respondents have traveled at least one time on a private jet. A total of 27 percent have traveled 1 to 9 times on a private jet; 9 percent have traveled one time on a private jet, and 18 percent have traveled 2 to 9 times on a private jet. A total of 5 percent have traveled 10 or more times on a private jet. Specifically, two percent have traveled 10 to 19 times, two percent have traveled 20 to 49 times, and 1 percent has traveled more than 50 times on a private jet. Lastly, 68 percent have never traveled on a private jet as

shown in Figure 7; this percentage matches the 68 percent in Table 4 who selected that they have never traveled on a private jet, which reflects that respondents were attentive to the survey questions.

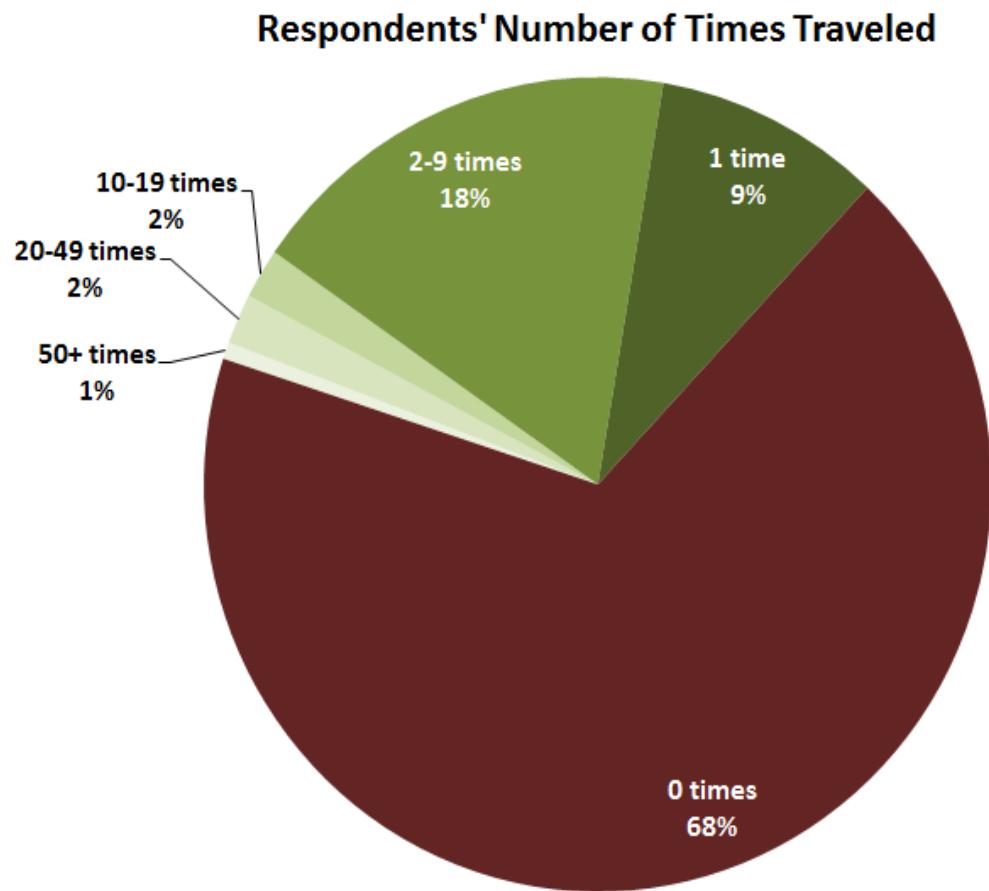


Figure 7. In response to the question: “How many times have you traveled on a private jet?,” a total of 27 percent have traveled 1 to 9 times on a private jet. A total of 5 percent have traveled 10 or more times on a private jet.

A closer look at the profile of the 27 percent of respondents who have traveled 1 to 9 times on a private jet found that 63 percent are male, and 37 percent are female. Fifty-nine percent are age 35 or older. Thirty-nine percent have at least a Master’s degree. Fifty-six percent

have a current household net worth (assets less liabilities) of at least \$250,000, and 56 percent have a current household annual income (before taxes) of at least \$100,000. Fifty-six percent perceive that they have at least slight knowledge about the private aviation industry. Thirty-four percent consider that they could afford private jet travel in the future. Eighty percent know someone in their network who travels on and/or owns a private jet. Ten percent have at least leased or chartered a private jet, and 39 percent have at least traveled on a private jet owned by a company where they were employed. This 27 percent rated Image 3 as most appealing followed by Image 2, Image 4, and then Image 1.

It is also notable that of the 5 percent of respondents who have traveled 10 or more times, 57 percent are female, and 43 percent are male. Eighty-six percent are age 35 or older. Fifty-seven percent have at least a Master's degree. Eighty-six percent have a current household net worth (assets less liabilities) of at least \$250,000, and 86 percent have a current household annual income (before taxes) of at least \$100,000. One hundred percent perceive that they have at least slight knowledge about the private jet industry. Eighty-six percent consider that they could afford private jet travel in the future, and 71 percent consider that they could afford private jet ownership in the future. Eighty-six percent stated that they have plans to regularly travel on a private jet but do not plan to ever have any type of ownership, and 14 percent plan to have fractional/partial ownership but not full ownership. One hundred percent know at least a friend in their network who travels on and/or owns a private jet. Fifty-seven percent have at least leased or chartered a private jet, and 100 percent have at least traveled on a private jet owned by a company where they were employed. One hundred percent chose at least functionality (e.g.

convenient, stress-free), 86 percent elected at least economics (e.g. financial benefits, time savings), and 57 percent selected at least emotion (e.g. pleasurable, luxurious) as an aspect that makes and/or would make them want to travel on a private jet. As an aspect that makes and/or would make them want to own a private jet, 57 percent chose at least functionality (e.g. convenient, stress-free), 57 percent chose at least economics (e.g. financial benefits, time savings), and 29 percent elected the option of none. This 5 percent rated Image 1 as most appealing followed by Image 3, Image 2, and then Image 4.

Q12. Why have you never traveled and/or do not regularly travel on a private jet?

To further inquire about potential obstacles to private jet travel of respondents who have not experienced private jet travel or who have not regularly experienced it, respondents were asked about aspects of hindrance to private jet travel. It should be noted that not all 150 respondents were shown this question and that respondents were instructed to select all the options that apply in this question. Respondents who have traveled 0 to 10 times were also asked why they have never traveled and/or do not regularly travel on a private jet. As depicted in Table 5, a total of 71 percent of respondents attribute it to the fact that they cannot afford it, a total of 54 percent cannot justify the expense, and a total of 52 percent have never considered it. Also, a total of 45 percent do not have a need, and a total of 20 percent do not have a desire. A total of 7 percent have either briefly or seriously considered it but decided against it. The most common response with 13 percent was that respondents stated solely that they cannot afford it. The second most frequent response was tied with 11 percent who selected solely that they have never considered it and another 11 percent who chose four of the aspects: do not have a desire, cannot

justify the expense, cannot afford it, and have never considered it. The next most common selection was also tied at 8 percent with those who cannot afford it and have never considered it, and another 8 percent who chose that they cannot justify the expense and cannot afford it. The remainder of the responses varied from 6 percent to less than 1 percent.

Reasons why respondents have never traveled and/or do not regularly travel on a private jet	Percent
Cannot afford it	13%
Do not have a need; Do not have a desire; Cannot justify the expense; Cannot afford it; Have never considered it	11%
Have never considered it	11%
Cannot afford it; Have never considered it	8%
Cannot justify the expense; Cannot afford it	8%
Do not have a need	6%
Do not have a need; Cannot justify the expense; Cannot afford it	6%
Cannot justify the expense; Cannot afford it; Have never considered it	6%
Do not have a need; Cannot justify the expense; Cannot afford it; Have never considered it	6%
Cannot justify the expense	4%
Do not have a need; Do not have a desire; Cannot justify the expense; Cannot afford it	3%
Do not have a need; Cannot afford it; Have never considered it	3%
Do not have a need; Cannot afford it	2%
Cannot justify the expense; Have briefly considered it but decided against it	1%
Do not have a need; Do not have a desire; Cannot justify the expense; Have never considered it	1%
Do not have a need; Do not have a desire; Cannot afford it; Have never considered it	1%
Cannot justify the expense; Have seriously considered it but decided against it	1%
Do not have a need; Do not have a desire; Have never considered it	1%

Cannot afford it; Have briefly considered it but decided against it	1%
Do not have a need; Cannot justify the expense; Other (environment)	1%
Do not have a need; Cannot justify the expense; Cannot afford it; Have briefly considered it but decided against it	1%
Do not have a desire; Have seriously considered it but decided against it	1%
Do not have a need; Have never considered it	1%
Cannot justify the expense; Cannot afford it; Have never considered it; Other (environment)	1%
Do not have a desire; Cannot justify the expense; Cannot afford it; Have never considered it	1%
Do not have a need; Cannot justify the expense	1%
Cannot justify the expense; Have never considered it	1%
Do not have a need; Do not have a desire; Cannot justify the expense; Cannot afford it; Have seriously considered it but decided against it	1%
Have seriously considered it but decided against it	1%
TOTAL	100%

Table 5. In response to the question: “Why have you never traveled and/or do not regularly travel on a private jet?,” a total of 7 percent have either briefly or seriously considered it but decided against it. It should be noted that not all 150 respondents were shown this question.

A closer look at the profile of the 7 percent of respondents who have either briefly or seriously considered travel and/or regular travel on a private jet but decided against it reveals that 67 percent are male, and 33 percent are female. Forty-four percent are age 35 or older. Sixty-seven percent have at least a Master’s degree. Sixty-seven percent have a current household net worth (assets less liabilities) of at least \$250,000, and 56 percent have a current household annual income (before taxes) of at least \$100,000. Seventy-eight percent perceive that they have

at least slight knowledge about the private jet industry. Seventy-eight percent consider that they could afford private jet travel in the future. Seventy-eight percent know someone in their network who travels on and/or owns a private jet. Forty percent have traveled on a private jet; of this 40 percent, 50 percent have at least traveled on a private jet owned by a company where they were employed. Of this 40 percent who have traveled on a private jet, 100 percent have traveled 2 to 9 times. This 7 percent rated Image 2 as most appealing followed by Image 3, Image 4, and then Image 1.

Q13. Please describe your private jet travel and/or ownership experience(s) (e.g. aspects that were memorable, did not enjoy, would change).

To gain feedback and insight on their perspectives of private jet travel and ownership, respondents were inquired to describe their private jet travel and/or ownership experience(s) (e.g. aspects that were memorable, did not enjoy, would change). It should be noted that the question was posed without providing answer choices for respondents to choose from. After removing responses that were not insightful, the responses were color coded with words highlighted and grouped into categories, as shown in Figure 8. The word time, or a variation of the word, was mentioned a total of 8 times; the word efficient, or a variation of the word, was mentioned a total of 5 times. Related words, such as schedule, spontaneous, ready and go, fast, and show shortly before departure appeared a total of 5 times for a total 18 times that time and efficient and related words were mentioned. The word convenient, or a variation of the word, was mentioned a total of 10 times. Related words, like stress-free, back for a graduation in time, in the sky in 20

minutes, and walk directly onto plane, were used 5 times for a total of 15 times that convenient and related words were used. The word great, or a variation of the word, was used a total of 6 times. Related words, such as positive, pleasant, awesome, amazing, super fun, unbelievable, and memorable appeared a total of 8 times for a total of 14 times that great and related words were used. The word ease, or a variation of the word, was mentioned a total of 7 times. Related words, like hassle-free, were mentioned 2 times for total of 9 times that ease and related words were used. The word enjoy, or a variation of the word, was mentioned a total of 7 times. The word security, or a variation of the word, was mentioned a total of 6 times. The word comfortable and the word service, or a variation of the word, each were mentioned a total of 3 times. The word luxury, or a variation of the word, was mentioned a total of 2 times. The word expensive, or a variation of the word, was used a total of 2 times. Other responses that referenced price were to mention that respondents had not paid for the private jet travel. It should also be noted that there were a total of 4 negative comments of private jet experiences: Transport to Caribbean islands, unremarkable; I enjoy the idea, but small planes do make me very motion sick; Too small; Cabin was too low and could not stand in it. Lastly, miscellaneous comments that are insightful (in light purple) include: Can focus on the purpose of the trip; Status; Legroom; Traveling to destinations that have few commercial flights; Privacy; Closer to ultimate destination.

Respondents' Description of Private Jet Travel Experience(s)

Awesome	
Very pleasant and efficient.	
Not having to go through security was probably the best part, also the leg room was amazing. Also the seats were insanely comfortable.	
A friend flew me and my wife to the Cedar Keys Islands for my Anniversary. Had a great flight.	
great experience, ease of travel, convenience, time efficient	
Enjoy the stress free aspects of the experience - you don't worry about all that can ruin your schedule (i.e. allotting enough time for traffic, parking, security, delays) and can focus on the p	
Very memorable and limited wasted time.	
Time, efficiency	
too expenses	
It is too expensive.	
The entire experience was great! So much more enjoyable than commercial travel and more convenient. Loved smaller airports and friendly personnel.	
I liked that we just parked at the hangar, checked the plane out, was in the sky within 20 minutes.	
Easy and could control my schedule	
My only private jet experiences have been corporate jets owned or leased by my former employer.	
too small	
Saved time and was able to work comfortably	
My friend got one for us to make it back in time for graduation. It was super fun and unbelievable experience. I think it costed them like 15,000 grand.	
Convenience, privacy, status.	
Great customer service and ease of use.	
Traveling on a private jet made traveling very easy. It saves a lot of time especially when traveling to destinations that have very few commercial flights.	
I enjoy the idea but smaller planes do make me very motion sick when going a short distance or up for a joy ride.	
It was enjoyable and comfortable.	
The convenience factor was the best part. No security, etc. and the flights worked on our schedule. Also, able to fly into airports which were closer to ultimate destination.	
Convenient, relaxing, enjoyable	
It was very long ago, in another country. It was convenient and private. Those were the two greatest advantages (plus it was free).	
Pleasant and convenient.	
Corporate jet owned by former employer. Enjoyable, convenient & efficient travel, no changes recommended (positive experience)	
Convenience is great. Highly productive.	
It was a local commute, convenient	
I have never traveled in a private jet but I've flown in a private plane once. I definitely love flying but it's a more expensive hobby than I would've imagined!	
It met my immediate need.	
Ease of travel and luxury experience	
It was great getting to plan a spontaneous trip and not incurring extra expenses due to the last-minute nature of the trip.	
The lack to TSA security screening is awesome. Being able to show shortly before departure and not go through the process of check in is worth a premium always enjoyable, less stress and hassle than commercial,	
The ease of leaving when you like, no TSA search.	
It's like owning a car in the simplest sense. You get ready and go!	
I enjoyed	
Transport to Caribbean islands, unremarkable.	
Easy, hassle free.	
Service, cleanliness, and efficiency	
It was fast and we flew in and out of a very small air-field, which are the most appealing aspects to me.	
Cabin was too low and could not stand in it	
It was nice to be able to walk directly onto the plane. It was fun to spend time with family on the plane. It felt luxurious.	

Figure 8. In response to: "Please describe your private jet travel and/or ownership experience(s) (e.g. aspects that were memorable, did not enjoy, would change)," a total 18 times that time and efficient and related words were mentioned, and a total of 15 times that convenient and related words were used.

It is notable that experiences with private jet travel have been consistently positive. Time, efficient, and convenience are the aspects that private jet travelers relay to describe their private jet travel and/or ownership experience(s).

Q14. Who do you know in your network who travels on and/or owns a private jet?

To further gage respondents' experience with private jets and their connections via their network to private jet travel, respondents were asked about who they know in their network who travels on and/or owns a private jet. It should be noted that respondents were instructed to select all the options that apply in this question. As depicted in Table 6, a total of 53 percent of respondents know someone in their network who travels on and/or owns a private jet. A total of 35 percent shared that they know at least a friend, and a total of 22 percent know at least a colleague in their network who travels on and/or owns a private jet. A total of 17 percent identified as knowing at least a client while a total of 10 percent know at least a family member in their network who travels on and/or owns a private jet. The most common response at 47 percent was that respondents know no one in their network who travels on and/or owns a private jet. The second most frequent answer with 19 percent was that respondents know only a friend in their network who travels on and/or owns a private jet. Seven percent know only a colleague, and 6 percent know a friend, colleague, and client in their network who travel on and/or owns a private jet. The remainder of the responses ranged from 3 percent to less than 1 percent.

Who respondents know in their network who travels on and/or owns a private jet	Percent
No one	47%
Friend	19%
Colleague	7%
Friend; Colleague; Client	6%
Client	5%
Friend; Family member; Colleague; Client	3%
Friend; Colleague	3%
Family member	3%
Other	2%
Friend; Family member; Colleague	2%
Friend; Family member	1%
Friend; Client	1%
Family member; Client	1%
Colleague; Client	1%
TOTAL	100%

Table 6. In response to the question: “Who do you know in your network who travels on and/or owns a private jet?,” the most common response at 47 percent was that respondents know no one in their network who travels on and/or owns a private jet. A total of 35 percent shared that they know at least a friend in their network who travels on and/or owns a private jet.

A closer look at the profile of the 47 percent who know no one in their network who travels on and/or owns a private jet reveals that 41 percent are female, and 29 percent are male. Twenty-nine percent are age 35 or older. Forty-six percent have at least a Master’s degree.

Twenty-six percent have a current household net worth (assets less liabilities) of at least \$250,000, and 31 percent have a current household annual income (before taxes) of at least \$100,000. Nine percent perceive that they have at least slight knowledge about the private jet industry. Nine percent consider that they could afford private jet travel in the future. Eleven percent have traveled on a private jet; of this 11 percent, 50 percent have at least traveled on a private jet owned by a company where they were employed. Of this 11 percent who have traveled on a private jet, 100 percent have traveled 1 to 9 times. This 47 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

It is also notable that of the 35 who percent shared that they know at least a friend in their network who travels on and/or owns a private jet, it was found that 52 percent are male, and 48 percent are female. Fifty percent are age 35 or older. Forty-six percent have at least a Master's degree. Fifty percent have a current household net worth (assets less liabilities) of at least \$250,000, and 52 percent have a current household annual income (before taxes) of at least \$100,000. Fifty-eight percent perceive that they have at least slight knowledge about the private jet industry. Forty percent consider that they could afford private jet travel in the future. Sixty-three percent have traveled on a private jet; of this 63 percent, 24 percent have at least leased or chartered a private jet and/or have had a private jet card, and 52 percent have at least traveled on a private jet owned by a company where they were employed. Of this 63 percent who have traveled on a private jet, 79 percent have traveled 1 to 9 times, and 21 percent have traveled 10 or more times on a private jet. This 35 percent rated Image 3 as most appealing followed by Image 4, Image 2, and then Image 1.

Q15. What is your gender?

To be able to analyze any potential gender differences and similarities relative to private jet travel, respondents were asked to identify their gender. Fifty-three percent of respondents are female, and 47 percent are male, as shown in Figure 9. Thus, the data does not reflect any particular gender bias, and the responses can be used to compare and contrast according to gender.

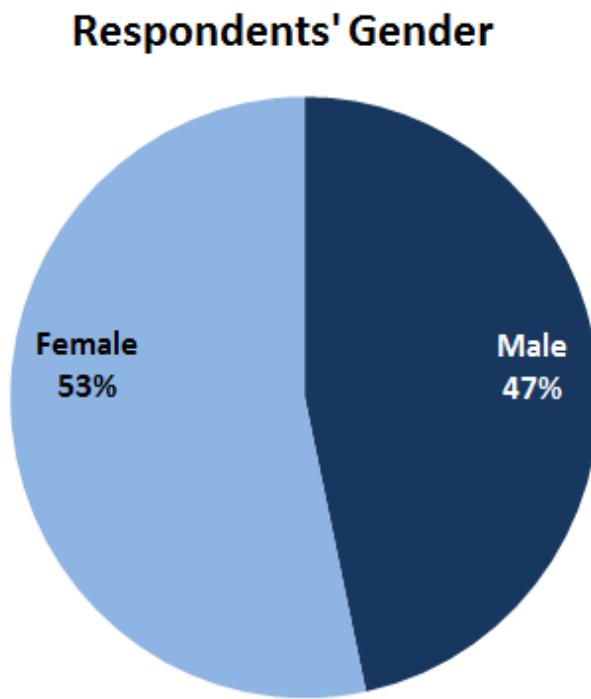


Figure 9. In response to the question: “What is your gender?,” 53 percent of respondents are female, and 47 percent are male.

A closer look at the profile of the 53 percent who are female found that 29 percent are age 35 or older. Forty-one percent have at least a Master’s degree. Twenty-six percent have a current household net worth (assets less liabilities) of at least \$250,000, and 29 percent have a

current household annual income (before taxes) of at least \$100,000. Twenty-eight percent perceive that they have at least slight knowledge about the private jet industry. Nineteen percent consider that they could afford private jet travel in the future, and 8 percent consider that they could afford private jet ownership in the future. Forty-nine percent know someone in their network who travels on and/or owns a private jet. Twenty-four percent have traveled on a private jet; of this 24 percent, 13 percent have at least leased or chartered a private jet and/or have had a private jet card, and 38 percent have at least traveled on a private jet owned by a company where they were employed. Of this 24 percent who have traveled on a private jet, 79 percent have traveled 1 to 9 times, and 21 percent have traveled 10 or more times on a private jet. Eighty-one percent chose at least functionality (e.g. convenient, stress-free), 64 percent chose at least emotion (e.g. pleasurable, luxurious), 50 percent chose at least economics (e.g. financial benefits, time savings), and 13 percent chose at least symbolism (e.g. status and image conveyed) as an aspect that makes and/or would make them want to travel on a private jet. Fifty-three percent chose at least functionality (e.g. convenient, stress-free), 34 percent chose at least economics (e.g. financial benefits, time savings), 28 percent chose at least emotion (e.g. pleasurable, luxurious), and 8 percent chose at least symbolism (e.g. status and image conveyed) as an aspect that makes and/or would them want to own a private jet. This 53 percent rated Image 1 as most appealing followed by Image 3, Image 2, and then Image 4.

It is also notable that of the 47 percent who are male, 47 percent are age 35 or older. Forty-three percent have at least a Master's degree. Forty-four percent have a current household net worth (assets less liabilities) of at least \$250,000, and 50 percent have a current household

annual income (before taxes) of at least \$100,000. Forty-nine percent perceive that they have at least slight knowledge about the private jet industry. Twenty-six percent consider that they could afford private jet travel in the future, and 14 percent consider that they could afford private jet ownership in the future. Fifty-nine percent know someone in their network who travels on and/or owns a private jet. Forty-one percent have traveled on a private jet; of this 41 percent, 21 percent have at least leased or chartered a private jet and/or have had a private jet card, and 55 percent have at least traveled on a private jet owned by a company where they were employed. Of this 41 percent who have traveled on a private jet, 90 percent have traveled 1 to 9 times, and 10 percent have traveled 10 to 49 times on a private jet. Eighty-three percent chose at least functionality (e.g. convenient, stress-free), 59 percent chose at least economics (e.g. financial benefits, time savings), 56 percent chose at least emotion (e.g. pleasurable, luxurious), and 16 percent chose at least symbolism (e.g. status and image conveyed) as an aspect that makes and/or would make them want to travel on a private jet. Sixty-one percent chose at least functionality (e.g. convenient, stress-free), 54 percent chose at least economics (e.g. financial benefits, time savings), 40 percent chose at least emotion (e.g. pleasurable, luxurious), and 14 percent chose at least symbolism (e.g. status and image conveyed) as an aspect that makes and/or would them want to own a private jet. This 47 percent rated Image 1 as most appealing followed by Image 4, Image 2, and then Image 3.

Q16. What is your age?

To gain insight into correlations of the ages of respondents and their private jet travel knowledge, experiences, aspirations, etc., respondents were asked to identify their age group. A total of 62 percent of respondents are ages 18 to 34, and a total of 38 percent are ages 35 to 74. As shown in Figure 10, 11 percent are ages 18-24, 51 percent are ages 25-34, and 13 percent are ages 35-44. Twelve percent are ages 45-54, 11 percent are ages 55-64, and 2 percent are ages 65-74. None of the respondents identified as being under age 18 or age 75 or older. Although 62 percent are under age 35, respondents' age groups have been identified in the analysis of each question, and respondents ages 35 or older have been consistently highlighted to understand respondents' private jet travel according to ages.

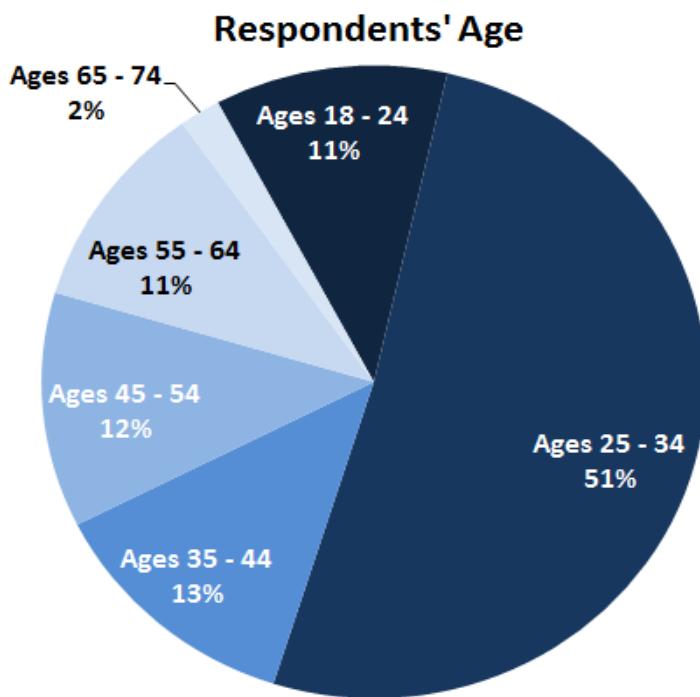


Figure 10. In response to the question: “What is your age?,” a total of 62 percent of respondents are ages 18 to 34, and a total of 38 percent are ages 35 to 74. None of the respondents identified as being under age 18 or age 75 or older.

A closer look at the profile of the 62 percent of respondents who are ages 18 to 34 reveals that 61 percent are female, and 39 percent are male. Forty-four percent have at least a Master's degree. Thirteen percent have a current household net worth (assets less liabilities) of at least \$250,000, and 18 percent have a current household annual income (before taxes) of at least \$100,000. Twenty-nine percent perceive that they have at least slight knowledge about the private jet industry. Eighteen percent consider that they could afford private jet travel in the future, and 7 percent consider that they could afford private jet ownership in the future. Forty-seven percent know someone in their network who travels on and/or owns a private jet. Nineteen percent have traveled on a private jet; of this 19 percent, 17 percent have at least leased or chartered a private jet, and 17 percent have at least traveled on a private jet owned by a company where they were employed. Of this 19 percent who have traveled on a private jet, 94 percent have traveled 1 to 9 times, and 6 percent have traveled 10 to 19 times on a private jet. This 62 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

It is also notable that of the 38 percent of respondents who are ages 35 to 74, 58 percent are male, and 40 percent are female. Forty percent have at least a Master's degree. Seventy-two percent have a current household net worth (assets less liabilities) of at least \$250,000, and 75 percent have a current household annual income (before taxes) of at least \$100,000. Fifty-three percent perceive that they have at least slight knowledge about the private jet industry. Thirty percent consider that they could afford private jet travel in the future, and 16 percent consider that they could afford private jet ownership in the future. Sixty-five percent know someone in their network who travels on and/or owns a private jet. Fifty-four percent have traveled on a

private jet; of this 54 percent, 16 percent have at least leased or chartered a private jet and/or have had a private jet card, and 54 percent have at least traveled on a private jet owned by a company where they were employed. Of this 54 percent who have traveled on a private jet, 81 percent have traveled 1 to 9 times, and 19 percent have traveled 10 or more times on a private jet. This 38 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

Q17. What is your current household net worth (assets less liabilities)?

To obtain perceptivity regarding respondents' financial position that includes wealth or accumulation of assets, as it relates to affordability of private jet travel, respondents were asked about their current household net worth. The current household net worth (assets less liabilities) of the respondents ranges from less than \$24,999 to more than \$25 million. A total of 65 percent of respondents have a current household net worth (assets less liabilities) up to \$249,999, and a total of 35 percent have a current household net worth (assets less liabilities) of at least \$250,000. Specifically, 17 percent have a current household net worth (assets less liabilities) of less than \$24,999, 14 percent have a current household net worth (assets less liabilities) of \$25,000 – \$49,999, and 15 percent have a current household net worth (assets less liabilities) of \$50,000 – \$99,999. Nineteen percent have a current household net worth (assets less liabilities) of \$100,000 – \$249,999, 17 percent have a current household net worth (assets less liabilities) of \$250,000 – \$499,999, and 7 percent have a current household net worth (assets less liabilities) of \$500,000 – \$999,999. Lastly, 10 percent have a current household net worth (assets less liabilities) of \$1

million – \$24,999,999, and 1 percent has a current household net worth (assets less liabilities) over \$25 million, as shown in Figure 11.

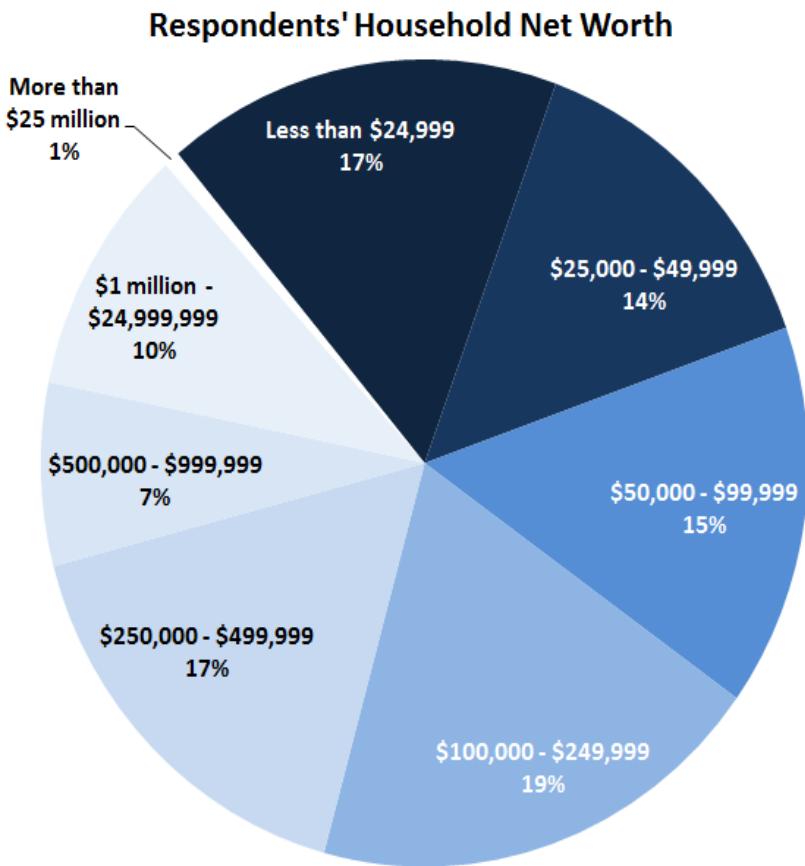


Figure 11. In response to the question: “What is your current household net worth (assets less liabilities)?,” a total of 65 percent of respondents have a current household net worth (assets less liabilities) up to \$249,999, and a total of 35 percent have a current household net worth (assets less liabilities) of at least \$250,000.

A closer look at the profile of the 65 percent of respondents who have a current household net worth (assets less liabilities) up to \$249,999 reveals that 60 percent are female, and 40 percent are male. Sixteen percent are age 35 or older. Forty percent have at least a Master’s degree. Sixteen percent have a current household annual income (before taxes) of at

least \$100,000. Twenty-eight percent perceive that they have at least slight knowledge about the private jet industry. Twelve percent consider that they could afford private jet travel in the future, and 6 percent consider that they could afford private jet ownership in the future. Forty-seven percent know someone in their network who travels on and/or owns a private jet. Twenty percent have traveled on a private jet; of this 20 percent, 11 percent have at least leased or chartered a private jet, and 21 percent have at least traveled on a private jet owned by a company where they were employed. Of this 20 percent who have traveled on a private jet, 95 percent have traveled 1 to 9 times, and 5 percent have traveled 10 to 19 times on a private jet. This 38 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

It is also notable that of the 35 percent of respondents who have a current household net worth (assets less liabilities) of at least \$250,000, 60 percent are male, and 40 percent are female. Seventy-seven percent are age 35 or older. Forty-six percent have at least a Master's degree. Eighty-three percent have a current household annual income (before taxes) of at least \$100,000. Fifty-four percent perceive that they have at least slight knowledge about the private jet industry. Forty percent consider that they could afford private jet travel in the future, and 19 percent consider that they could afford private jet ownership in the future. Sixty-six percent know someone in their network who travels on and/or owns a private jet. Fifty-six percent have traveled on a private jet; of this 56 percent, 21 percent have at least leased or chartered a private jet and/or have had a private jet card, and 21 percent have at least traveled on a private jet owned by a company where they were employed. Of this 56 percent who have traveled on a private jet, 79 percent have traveled 1 to 9 times, and 21 percent have traveled 10 or more times on a private

jet. This 35 percent rated Image 3 as most appealing followed by Image 4, Image 2, and then Image 1.

Q18. What is your current household annual income (before taxes)?

To supplement understanding respondents' financial standing, which includes income to sustain accumulated wealth, respondents were asked about their current household annual income. The current household annual income (before taxes) of the respondents ranges from less than \$24,999 to more than \$1 million. A total of 61 percent of respondents have a current household annual income (before taxes) under \$99,999, and a total of 39 percent have a current household annual income (before taxes) of at least \$100,000. As shown in Figure 12, 10 percent have a current household annual income (before taxes) of less than \$24,999, 22 percent have a current household annual income (before taxes) of \$25,000 – \$49,999, and 29 percent have a current household annual income (before taxes) of \$50,000 – \$99,999. Twenty-five percent have a current household annual income (before taxes) of \$100,000 – \$249,999, 8 percent have a current household annual income (before taxes) of \$250,000 – \$499,999, and 5 percent have a current household annual income (before taxes) of \$500,000 – \$999,999. Lastly, 1 percent has a current household annual income (before taxes) of more than \$1 million.

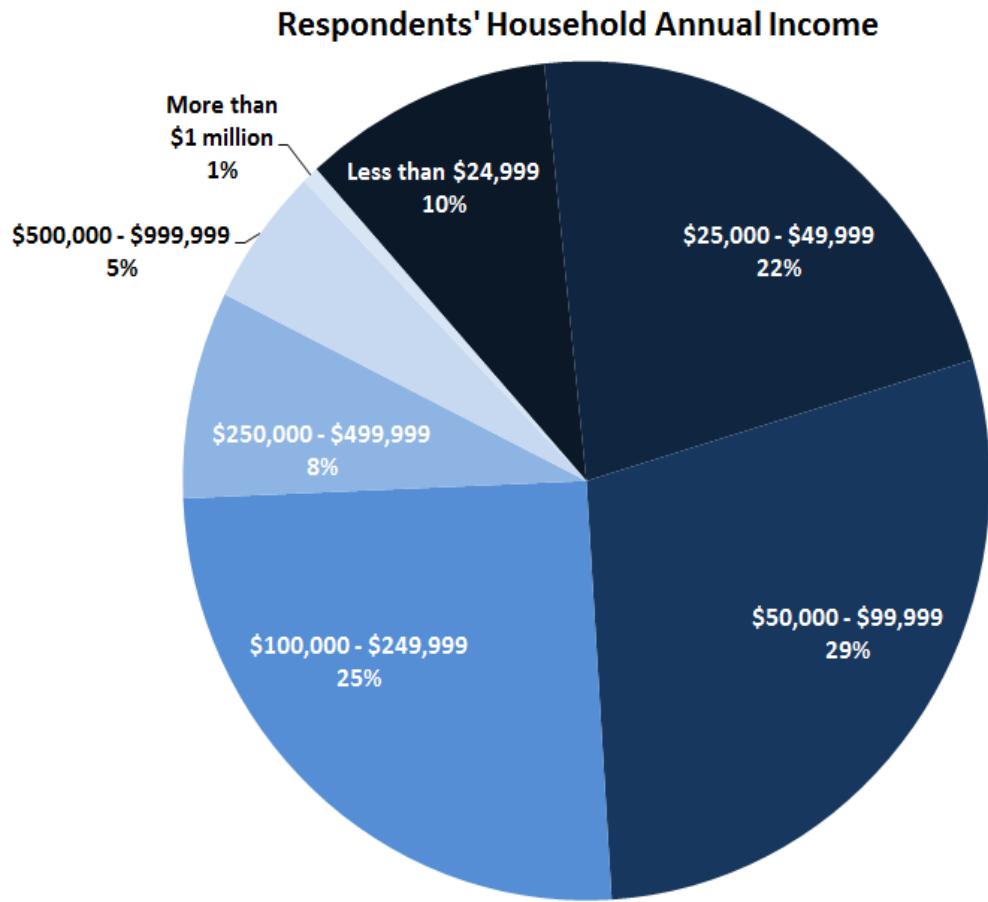


Figure 12. In response to the question: “What is your current household annual income (before taxes)?,” a total of 61 percent of respondents have a current household annual income (before taxes) under \$99,999, and a total of 39 percent have a current household annual income (before taxes) of at least \$100,000.

A closer look at the profile of the 61 percent of respondents who have a current household annual income (before taxes) under \$99,999 reveals that 63 percent are female, and 37 percent are male. Fifteen percent are age 35 or older. Forty-two percent have at least a Master’s degree. Ten percent have a current household net worth (assets less liabilities) of at least \$250,000. Twenty-seven percent perceive that they have at least slight knowledge about the

private jet industry. Eighteen percent consider that they could afford private jet travel in the future, and 7 percent consider that they could afford private jet ownership in the future. Forty-seven percent know someone in their network who travels on and/or owns a private jet. Twenty-one percent have traveled on a private jet; of this 21 percent, 11 percent have at least leased or chartered a private jet, and 26 percent have at least traveled on a private jet owned by a company where they were employed. Of this 21 percent who have traveled on a private jet, 95 percent have traveled 1 to 9 times, and 5 percent have traveled 10 to 19 times on a private jet. This 61 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

It is also notable that of the 39 percent of respondents who have a current household annual income (before taxes) of at least \$100,000, 61 percent are male, and 39 percent are female. Seventy-one percent are age 35 or older. Forty-two percent have at least a Master's degree. Seventy-three percent have a current household net worth (assets less liabilities) of at least \$250,000. Fifty-three percent perceive that they have at least slight knowledge about the private jet industry. Twenty-nine percent consider that they could afford private jet travel in the future, and 17 percent consider that they could afford private jet ownership in the future. Sixty-three percent know someone in their network who travels on and/or owns a private jet. Fifty-one percent have traveled on a private jet; of this 51 percent, 21 percent have at least leased or chartered a private jet and/or have had a private jet card, and 62 percent have at least traveled on a private jet owned by a company where they were employed. Of this 51 percent who have traveled on a private jet, 79 percent have traveled 1 to 9 times, and 21 percent have traveled 10

or more times on a private jet. This 39 percent rated Image 3 as most appealing followed by Image 1 and Image 2 at a tie and then Image 4.

Q19. What is the highest level of education you have completed?

To consider how respondents' level of educational attainment may correlate to varying views, behaviors, etc. on the topic of private jet travel, respondents were asked about the highest level of education attained. A total of 58 percent of respondents have completed up to a four-year college degree as the highest level of education, and a total of 42 percent have completed at least a Master's degree. Specifically, 9 percent have completed at least a high school/GED degree, 8 percent have obtained at least a two-year college degree, and 41 percent have at least a four-year college degree. As shown in Figure 13, 32 percent have obtained at least a Master's degree, and 10 percent have procured a Doctoral degree (includes JD or MD).

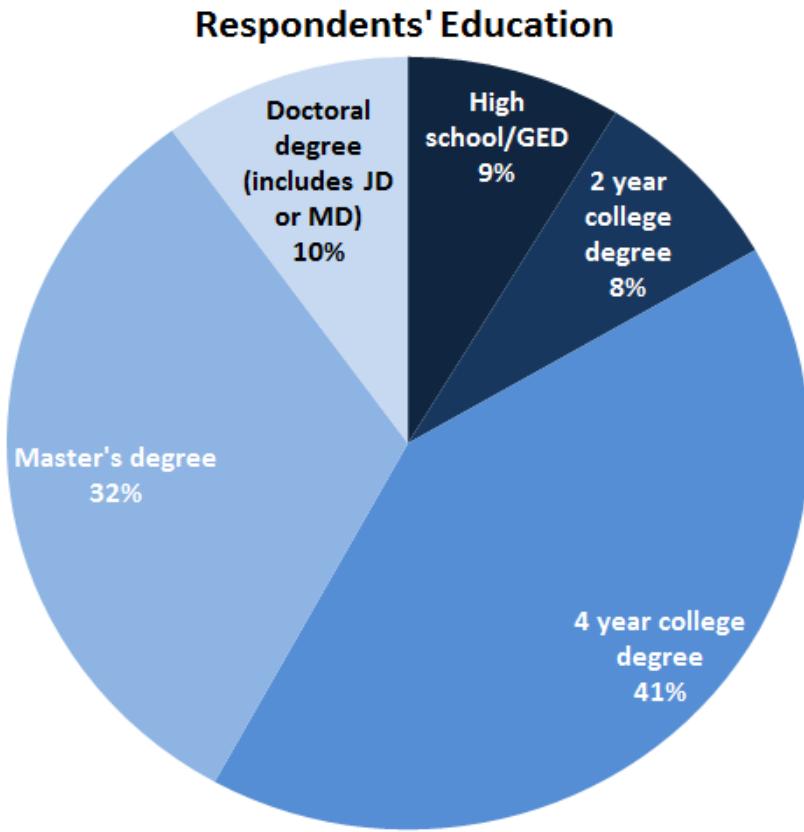


Figure 13. In response to the question: “What is the highest level of education you have completed?,” a total of 58 percent of respondents have completed up to a four-year college degree as the highest level of education, and a total of 42 percent have completed at least a Master’s degree.

A closer look at the profile of the 58 percent of respondents who have completed up to a four-year college degree as the highest level of education reveals that 54 percent are female, and 46 percent are male. Thirty-nine percent are age 35 or older. Thirty-two percent have a current household net worth (assets less liabilities) of at least \$250,000, and 39 percent have a current household annual income (before taxes) of at least \$100,000. Twenty-four percent perceive that they have at least slight knowledge about the private jet industry. Nineteen percent consider that

they could afford private jet travel in the future, and 13 percent consider that they could afford private jet ownership in the future. Fifty-six percent know someone in their network who travels on and/or owns a private jet. Thirty-two percent have traveled on a private jet; of this 32 percent, 16 percent have at least traveled on a private jet owned by a company where they were employed. Of this 32 percent who have traveled on a private jet, 89 percent have traveled 1 to 9 times, and 11 percent have traveled 10 or more times on a private jet. This 42 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

It is also notable that of the 42 percent of respondents who have completed at least a Master's degree, 52 percent are female, and 48 percent are male. Thirty-five percent are age 35 or older. Thirty-eight percent have a current household net worth (assets less liabilities) of at least \$250,000, and 40 percent have a current household annual income (before taxes) of at least \$100,000. Forty percent perceive that they have at least slight knowledge about the private jet industry. Nineteen percent consider that they could afford private jet travel in the future, and 8 percent consider that they could afford private jet ownership in the future. Forty-nine percent know someone in their network who travels on and/or owns a private jet. Thirty-two percent have traveled on a private jet; of this 32 percent, 30 percent have at least leased or chartered a private jet, and 45 percent have at least traveled on a private jet owned by a company where they were employed. Of this 32 percent who have traveled on a private jet, 80 percent have traveled 1 to 9 times, and 20 percent have traveled 10 or more times on a private jet. This 42 percent rated Image 3 as most appealing followed by Image 1, Image 2, and then Image 4.

Part II

Q1. Please tell me about yourself and your background. Please include how and why you transitioned into private aviation, and one of your most memorable lesson or experience.

Providing the perspective of a private jet manufacturer offering full ownership, Mr. Glenn Gonzales of Honda Aircraft Company is a regional sales representative managing the Northwest Territory consisting of sixteen states. Mr. Gonzales' passion for aviation stems from a young age. He has always wanted to be around airplanes and to fly. He began flying at the Air Force academy and then through active duty as an Air Force officer and pilot. He transitioned into the civilian sector of the private aviation industry through a sales support role at Gulfstream Aerospace prior to his current role. One of Mr. Gonzales' memorable lesson is to "always do your second better than your first" to continually improve at everything and "to use all of the resources available."

Contributing a context from an uber-like disruptor in the private aviation space, Ms. Jacqueline Golding from JetSmarter shared her insights. Ms. Golding joined Delta Air Lines as a commercial flight attendant after her undergraduate studies. She transitioned into private aviation and her current role as a Shuttle Experience Manager in New York when she was recruited. A memorable lesson that Ms. Golding shared is being "flexible" and "open to everyone." Because she interfaces with unique private jet travelers regularly, she has learned the importance of the "need to accept and adapt to a variety of personalities and be ready for anything."

Speaking from a viewpoint with 13 years of experience as a pilot flying private jet travelers, Mr. Ted LaFond has been a pilot since 1986 and is currently Captain with Mountain

Air Cargo. He initially earned his private pilot license while serving in the Army and eventually earned and paid for his ratings through the private sector. He remained determined for seven years when he was unable to afford continuing to obtain his commercial rating until he was able to enroll in a training academy that promised a job upon completion. After training, he joined Grand Aire Express flying on-demand freight after a commuter airline backed out of an offer of employment contract. Mr. LaFond continued to seek work with a commuter airline, but no opportunities materialized until a friend recommended Flight Options, where he remained for 13 years. Mr. LaFond's trajectory exhibits his most memorable lesson, which is to never give up.

Presenting the aspect of a jet card membership program, Mr. Collin Caffrey, who is Director of Jet Card Sales in Colorado at Jet Linx, started his aviation career in college while also working line services at Centennial Airport. After graduating with a degree in Aviation Management, he joined private aviation when a friend who was working with Mountain Aviation, a private charter company in Colorado, told him about an opening for a line service job. Mr. Collins joined the company and then transitioned into working operations. His aspirations were to work in sales, so he applied to his current role when he learned of the opportunity. Mr. Collin's most memorable experience about the industry is that it is a "community" that is "small and tightly knit."

Q2. In your experience, what aspects make individuals want to travel on a private jet, and what type of marketing (e.g. images, mediums, methods, messages) is most effective?

All four industry experts speak to the aspects of convenience and time. From the private jet manufacturer and full ownership angle, Mr. Gonzales highlights “freedom,” “flexibility,” and “convenience” being what most find attractive due to the flexibility of schedule and of departure and destination without the hub and spoke organization of commercial flights. He adds that “safety and security” are becoming part of the motivations. Due to the current environment, avoiding the threat and danger of a potential security check failure is a benefit of private aviation. Regarding ownership of private jets, Mr. Gonzales also mentions the “opulence and the luxury associated with the ownership” and that, functionally, private jets enable travelers to arrive refreshed, which is of particular importance when an aircraft is utilized as a business tool. From the uber-like disruptor perspective, Ms. Golding lists “luxury (gourmet food and snacks on the planes, champagne), comfort (big planes, a lot of room, comfortable seats), convenience (easy, quick process, don’t have to arrive at the airport hours in advance or wait in security lines), and image (image portrayed, being able to do what a majority cannot)” as the aspects that attract consumers to private jet travel. Mr. LaFond also states that “convenience” and “time-savings” are the most important aspects. He outlines the process being as simple as: “They arrive at the airport, hand off their luggage, get in the airplane, and arrive at their destination where their ground transportation awaits.” Mr. Caffrey confirms that “time” and the “convenience” are motivators, particularly when there is a need, mostly for business travelers who need to be in

more than one city in a day and when time is of the essence. He adds that “time is really the one factor that makes all the difference for choosing private aviation.”

Regarding marketing, each industry expert has a different insight. Mr. Gonzales highlights that marketing is to the top one percent. What matters is the ability to reach the target audience and capture their attention. Even though the one percent is a small group, there is a lot of diversity from their interests and personalities to the function they desire for their use of an aircraft, so it is appropriate to use “a little bit of everything.” According to Mr. Gonzales, the marketing efforts seen in the industry that are “focused away from the airplanes and more on the programs” are able to capture the attention of a larger portion of the audience than the top one percent because there are wealthy individuals who may not wish to own their aircraft, but they enjoy the benefits of private jet travel. To market, Ms. Golding shares that images and videos are the most effective ways, as they provide a visual into the experience. The medium of choice is Instagram with numerous posts from members and celebrities who fly with the company. Ms. Golding shares that the message that is portrayed advertises JetSmarter as a new experience that makes flying fun and makes private aviation accessible to everyone through the different tiers of membership. According to Mr. LaFond, the most effective marketing is word of mouth followed by personal contact and a demonstration flight. He believes that people who fly on private jets need to experience it personally over any advertising or marketing. Mr. Caffrey has a distinct view of marketing, as the Jet Linx locations nationwide have found that the referral process is the best way to obtain growth and new consumers, which can make marketing hard to justify. Mr. Caffrey adds that a marketing tactic that has done well are local and intimate events, such as

cocktail hours with wine tastings, sporting events, and test drives with exotic vehicles because the events allow for networking and face time with clients and prospective clients of private jet travel.

Q3. In your experience, why do private jet travelers elect [full ownership, to shuttle, fractional ownership, leasing, to use a jet card] over other available alternatives?

All of the responses of the industry experts reveal private jet travelers' motivations for electing a particular option being related to monetary reasons. Mr. Gonzales identifies some of the preferences for full ownership as "not everyone wants to share. We're seeing that more as a trend from a sharing economy, but someone has to provide the airplanes." Some individuals view it as a business opportunity to buy an airplane and then allow it to be utilized as a business tool, as there are various tax advantages associated with ownership. Ms. Golding emphasizes that "private jet travelers don't want to spend that much money to buy and upkeep these jets. Owning a jet is a very big undertaking that requires a lot of time, effort and money, and I think it is a lot easier for most to just buy time on them." Mr. LaFond echoes that cost is a driver. "Owners do the math. If the amount of flying is cheaper and more efficient one way over another, that is what they choose. It is all about hours and trip times." Mr. Caffrey agrees that it is a "financial incentive to anybody who's within the zero to 100 [hours per year] mark to do a jet card" because generally it is approximately "30 or 40 percent cheaper to do a jet card than it is to do a fractional type of model," and "owning an aircraft makes sense" financially if more than 100 hours are flown a year. Jet Linx's jet card model operates "more like a country club style

membership” with a one-time enrollment fee and flexibility of unlimited usage that is not dictated by the purchase of certain block of hours.

Q4. What do you think are the factors that have contributed to the occurrence of democratization in the industry?

Each industry expert has varying reasons they believe to be the underlying factors, but they all have in common that the reasons are – directly or indirectly – monetary. Mr. Gonzales is of the opinion that since executives of the three largest automakers flew to Washington, D.C. on company private jets to ask the United States government for money, private jet owners have sought to be smarter and more cost-conscious about business aviation and how aircraft are used to make balance sheets look better. Mr. Gonzales adds that, to do so, aircraft owners are leveraging the sharing economies of fractional programs and that these types of programs are appearing at a time of a generational change that does not mind sharing the aircraft they own by being a part of the sharing economy to offset overall costs. Ms. Golding believes that “price is the major component that makes it accessible to all. JetSmarter offers memberships that are not insanely priced and are what most middle to upper class can afford,” as it makes sense to have a membership instead of traveling frequently in first class on commercial flights. Mr. LaFond reiterates that it is all about “money” and affording private jet travel. Mr. Caffrey attributes it to the fact that there is a lot of opportunity for money to be made in the industry and that technology is a factor, as the industry has evolved from “always trying to come up with more technologically savvy ways to book aircraft,” including the most recent being uber-style

democratizing the industry. He adds that JetSmarter and similar companies who are trying to use the Uber approach are trying to reach beyond the one percent and “trying to bring in a new demographic into the market that’s really never been there before or could afford it ever before.”

Q5. Please tell me about [your company’s] business model (e.g. key partners, activities, and resources; value proposition, channels, and consumer segments).

Due to the nature of the various sectors within the private jet industry, each of the industry experts presents a unique model. Mr. Gonzales explains that HondaJet, who is fairly new to the private aviation market, is about building a better product. HondaJet’s value proposition extends to its business model, which entails a dealer network similar to Honda’s automotive dealers where consumers purchase, service, and have other needs met. HondaJet’s unique model provides a whole source solution, which HondaJet’s competitors have previously attempted but have been unable to support. JetSmarter is also fairly new in the industry and has a particular business model. It is a technology company centered on an application that offers three tiers of membership, which makes it “like a country club in the sky,” as Ms. Golding described. Funded by investors, it has grown with new memberships and cost effective methods to run operations. According to Mr. LaFond, Flight Options is based on block hours; a private jet is assumed to be worth 800 hours per year, the hours are priced accordingly, and then blocks of hours are sold. He adds that Flight Options introduced the jet card to decrease the initial cost of buying in to fly for those who fly a few hours, which increased the hourly cost and that Flight Options employs a variety of options to solicit clients, including bonuses for referrals. Mr.

Caffrey depicts Jet Linx's approach as having a national network of aircraft with private terminals in key cities across the United States. Its model has functioned due to having entrepreneurial private investors who are involved in their respective local operations knowing the industry, the market, and the challenges. Mr. Caffrey adds that the national approach provides infrastructure for each location that is responsible for its own success.

Q6. Please tell me about a typical process from pre-contact through [delivery, shuttle, fractional ownership, leasing, sale of a jet card] for/of aircraft (e.g. how a potential consumer decides [on the method to pursue] private jet travel, learns of and chooses to use [your company] and becomes a repeat consumer).

The aspects involved, such as the level and length of engagement, vary for each of the industry experts relative to the size of the transaction. For full ownership, Mr. Gonzales prospects to find individuals to meet and create an opportunity for a presentation. After a presentation, which ideally is a tour at the production facility and may entail a demonstration flight, proposals follow to move towards finalizing the sale of an aircraft. Before potential consumers make contact with a sales representative, they typically do research for months. The engagement and conversations continue up to a year total approximately from the time the potential consumer researches to the time an agreement is reached for the acquisition of an aircraft, according to Mr. Gonzales. In Ms. Golding's experience, most learn of JetSmarter through referrals from members or on social media. Interested members "download the app, choose which membership they would like to pursue and book their flights from there."

According to Mr. LaFond, a potential consumer typically approaches a sales representative by recommendation from a current Flight Options consumer. After multiple meetings, identifying which aircraft(s) fit(s) their flying needs, and a demonstration flight, negotiations commence. If the first year of the contract goes well, the consumer is likely to continue to use Flight Options. For a jet card membership, Mr. Caffrey has found that the most likely prospect is usually someone who knows they can afford it; they have explored options in private aviation but have not committed yet. They are usually looking for an offering that they can elect once they have a need. After experiencing private travel, consumers find “true value” and usually do not stop flying on private jets.

CHAPTER 5

CONCLUSIONS

Summary of Purpose

As the luxury industry continues to flourish, it is imperative that the current phenomenon of the democratization of luxury be studied throughout the sectors that it is impacting, particularly in categories of considerable magnitude. The private aviation industry and its current democratization is paramount, particularly in the United States, because the fragmented industry's "combined flying based on departures would rank it alongside the largest U.S. airlines" (Gollan, 2016a).

This study and its findings are unprecedented and unique because this is the first scholarly literature to date on the private aviation industry with a luxury framework that also examines the democratization of luxury within private jet travel. The data presented in the results addressed the research questions posed:

What are the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of consumers and/or potential consumers of private jet travel and/or ownership regarding the private jet industry? What are the profiles of individuals who have experienced and/or are attracted by aspects of private jet travel? Is affordability of private jet travel or ownership a concern across income levels in spite of the democratization of luxury in the private aviation sector? What aspects make individuals want to travel on a private jet, and what types of marketing are effective? What are the aspirations, barriers, and misconceptions to private jet travel and/or ownership?

Summary of Key Findings

While profiles of luxury consumers and of private jet travelers and owners are diverse, several determinations may be made based on the sample of the 150 respondents combined with the four industry expert interviews. A few meaningful conclusions of importance to the private aviation industry are outlined.

Knowledgeability about and experience of private jet travel appear to have a correlation, as one might expect. The percentage who have no knowledge at all about the private jet industry (63 percent) resembles the percentage who have never traveled on a private jet (68 percent). Moreover, the percentage who are extremely or very knowledgeable (a total of 4 percent) closely parallels the percentage who have traveled 10 or more times on a private jet (a total of 5 percent). It should be noted that knowledgeability, as well as experience, regarding private jet travel is skewed towards males. More males (61 percent) than females (39 percent) perceive to have at least slight knowledge of the private jet industry, and more males (60 percent) than females (40 percent) have traveled on a private jet. This observation would not be completely unfounded, as it has been previously noted that 37 percent of private jet travelers are female (Gollan, 2016b) and that over 80 percent of private jet owners in the world are male (Bertrand, 2015).

The percentages who have at least slight knowledge about the private jet industry (a total of 37 percent), and the even smaller percentages who are very or extremely knowledgeable (a total of 4 percent) reflect that the private jet industry is regarded as obscure and estranged, leaving many individuals who could potentially be private jet travelers with little to no knowledge about the industry. Additionally, nearly half (47 percent) believe that finding and/or

understanding information (e.g. pricing, online reviews) is difficult to be true about the process to undergo private jet travel. The private aviation industry could only benefit from the general population having – irrespective of individuals' current affordability of private jet travel – a basic and better understanding and/or easy access to information of how the industry functions, who the providers of private air travel are, the ways in which private jet travel could be accessed, and how much the various options of private jet travel approximately cost. Having fundamental knowledge could translate to a higher propensity and aspiration for private jet travel by individuals who could afford it now and/or in the future.

Perceptions and attitudes are overall positive, although affordability and costs are perceived as concerns across income levels, with affordability being the number one reason (71 percent) why individuals have never traveled and/or do not regularly travel on a private jet and the number one aspect (52 times) that individuals recommend to change or improve regarding private jet travel and/or ownership. There is opportunity for the private aviation industry to attract and engage affluent individuals to experience private jet travel and/or ownership. As is possible with other assets (real estate, vehicle, etc.) that require substantial financial investment, knowledgeability regarding the property can be modified, particularly as to the concern associated with costs. “Most people think that the cost of ownership is significantly higher than the cost of chartering or fractional ownership or some of these programs. I think that is an unfortunate misconception about the industry” (G. Gonzales, personal communication, July 5, 2016). It should be noted that, even with the democratization of luxury trend in the private aviation sector, the owners of the private jets are a vital part of the equation. It requires a “more

cost conscious” aircraft owner who does not mind sharing the aircraft and “being part of a more sharing economy to offset overall costs” (G. Gonzales, personal communication, July 5, 2016). While it is not a simple or quick feat to educate individuals about the industry or its financial intricacies, the undertaking would likely be amply rewarded. Considering the knowledgeability of (a total of 37 percent) and experiences with (a total of 32 percent) private jet travel, approximately half (a total of 52 percent) do not definitively eliminate private jet travel due to affordability either now and/or in the future. Additionally, nearly all (a total of 93 percent) who consider that they could afford private jet travel now or in the future do not explicitly eliminate private jet ownership in the future due to affordability, and slightly less than half (47 percent) of those who do explicitly eliminate private jet ownership in the future due to affordability have plans to have some type of private jet ownership in the future. Whether or not private jet travel has been experienced, these behavioral intentions and perceptions regarding affordability of private jet travel or ownership bodes well for the private aviation industry.

In addition, slightly more than half (54 percent) believe that recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental to be true about the process to undergo private jet travel, and slightly over half (53 percent) know someone in their network who travels on and/or owns a private jet. This reaffirms the importance of reputation and recommendations in the private jet industry, which industry experts have also acknowledged as part of their business’ typical process (J. Golding, personal communication, August 12, 2016; T. LaFond, personal communication, August 16, 2016). The proclivity of private jet travelers and potential private jet travelers to seek recommendations from a trusted human source, and the fact

that they know one or more individuals in their network who could make a recommendation translates positively for the future of private aviation.

Moreover, those who have experienced private jet travel overwhelmingly perceive and describe their private jet travel and/or ownership experience(s) extremely positively. After experiencing private jet travel, their behaviors indicate that individuals find “true value in it, so they really don’t stop flying this way. Once you’re in it, you’re kind of addicted to it … It tends to be [the preferred choice to fly that individuals] stick with as long as they can” (C. Caffrey, personal communication, August 26, 2016). The private jet industry should strongly tout the high rates of travelers’ overwhelmingly positive experience(s). Images rated according to how much they appeal to seek to travel on and/or buy a private jet are received very favorably, indicating positive behavioral intentions. Less than one-sixth (an average of 16 percent) rate images featuring private jet travel as not appealing at all. Aspects, in addition to visuals, of private jet travel, are also well received. Eight in ten (a total of 79 percent) select functionality (e.g. convenient, stress-free), and slightly over half (a total of 52 percent) choose economics (e.g. financial benefits, time savings) as an aspect that makes and/or would make individuals want to travel on a private jet. Industry experts echo that convenience and time are common aspects and benefits that make individuals want to travel on a private jet (C. Caffrey, personal communication, August 26, 2016; G. Gonzales, personal communication, July 5, 2016; J. Golding, personal communication, August 12, 2016; T. LaFond, personal communication, August 16, 2016; “Time is the Ultimate Luxury - Destination Clubs”, 2013). Functionality (a total of 53 percent) and economics (a total of 40 percent) are also the most common aspects

elected that make and/or would make own individuals want to own a private jet. This conclusion is complemented by the description of private jet travel and/or ownership experience(s). Time and efficient and related words (18 times) and convenient and related words (15 times) were the words most commonly mentioned to describe aspects of private jet travel and/or ownership experienced. The private jet industry should continue to capitalize on and emphasize these aspects, which are of great benefit to private jet travelers.

As the perceptions, behaviors, behavioral intentions, knowledgeability, experiences, and attitudes of consumers and/or potential consumers of private jet travel and/or ownership regarding the private jet industry are positive and receptive, the profiles of individuals are such that they are positioned for their attention to be captured by the private aviation industry.

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APPENDICES

Appendix A

Survey Questionnaire

Q1. How knowledgeable are you about the private jet industry?

- Extremely knowledgeable
- Very knowledgeable
- Moderately knowledgeable
- Slightly knowledgeable
- Not knowledgeable at all

Q2. Do you consider private jet **travel** to be something you could afford now or in the future?

Please select all that apply.

- I could afford private jet travel now
- I could afford private jet travel in the future
- I could not afford private jet travel now
- I could not afford private jet travel in the future

Q3. Do you consider private jet **ownership** to be something you could afford now or in the future? Please select all that apply.

- I could afford private jet ownership now
- I could afford private jet ownership in the future
- I could not afford private jet ownership now
- I could not afford private jet ownership in the future

Q4. Do you have any plans to own a private jet in the future? Please select all that apply.

- I currently own a private jet and plan to continue ownership
- I currently own a private jet but do not plan to have future ownership
- I plan to acquire and own a private jet
- I plan to have fractional/partial ownership but not full ownership
- I plan to regularly travel on a private jet but do not plan to ever have any type of private jet ownership
- I do not plan to ever regularly travel on a private jet or to ever have any type of private jet ownership

Q5. Please rate the following images based on how much they appeal you to seek to travel on and/or buy a private jet.

	Extremely appealing	Very appealing	Moderately appealing	Slightly appealing	Not appealing at all
					
					
					
					

Q6. Which of the following aspects make and/or would make you want to **travel** on a private jet?
Please select all that apply.

- Functionality (e.g. convenient, stress-free)
- Emotion (e.g. pleasurable, luxurious)
- Economics (e.g. financial benefits, time savings)
- Symbolism (e.g. status and image conveyed)
- None
- Other _____

Q7. Which of the following aspects make and/or would make you want to **own** a private jet?
Please select all that apply.

- Functionality (e.g. convenient, stress-free)
- Emotion (e.g. pleasurable, luxurious)
- Economics (e.g. financial benefits, time savings)
- Symbolism (e.g. status and image conveyed)
- None
- Other _____

Q8. Which do you believe is true about the process to undergo private jet travel? Please select all that apply.

- Recommendations from a trusted source (e.g. friend, family member, colleague) are instrumental
- Finding and/or understanding information (e.g. pricing, online reviews,) is difficult
- Industry experts are not available and/or genuinely helpful
- Travel arrangements are complex and time-consuming to effectuate
- Having a private pilot certificate is important
- None
- Other _____

Q9. How would you change or improve private jet travel and/or ownership (e.g. availability of information, booking process, cost)?

Q10. Which best describes your experience with private jets? Please select all that apply.

- I own/owned a private jet
- I have/had fractional/partial jet ownership
- I have chartered a private jet
- I have leased a private jet
- I have/had a private jet card
- I have/had a private jet single seat membership
- I have traveled on a private jet owned by a company that employed me
- I have traveled on a private jet owned by a client
- I have traveled on a private jet owned by a friend or family member
- I have never traveled on a private jet
- Other _____

Q11. How many times have you traveled on a private jet?

- 50+
- 20-49
- 10-19
- 2-9
- 1
- 0

Q12. Why have you never traveled and/or do not regularly travel on a private jet? Please select all that apply.

- I do not have a need
- I do not have a desire
- I cannot justify the expense
- I cannot afford it
- I have seriously considered it but decided against it
- I have briefly considered it but decided against it
- I have never considered it
- Other _____

Q13. Please describe your private jet travel and/or ownership experience(s) (e.g. aspects that were memorable, did not enjoy, would change).

Q14. Who do you know in your network who travels on and/or owns a private jet? Please select all that apply.

- Friend
- Family member
- Colleague
- Client
- No one
- Other _____

Q15. What is your gender?

- Male
- Female

Q16. What is your age?

- Under 18
- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 or older

Q17. What is your current household net worth (assets less liabilities)?

- Less than \$24,999
- \$25,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$249,999
- \$250,000 - \$499,999
- \$500,000 - \$999,999
- \$1 million - \$24,999,999
- More than \$25 million

Q18. What is your current household annual income (before taxes)?

- Less than \$24,999
- \$25,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$249,999
- \$250,000 - \$499,999
- \$500,000 - \$999,999
- More than \$1 million

Q19. What is the highest level of education you have completed?

- Less than high school
- High school/GED
- 2-year college degree
- 4-year college degree
- Master's degree
- Doctoral degree (includes JD or MD)

Appendix B

Industry Expert Email Interview

Self

1. Please tell me about yourself and your background. Please include how and why you transitioned into private aviation, and one of your most memorable lesson or experience.

Private jet industry

2. In your experience, what aspects make individuals want to travel on a private jet, and what type of marketing (e.g. images, mediums, methods, messages) is most effective?
3. In your experience, why do private jet travelers elect [full ownership, to shuttle, fractional ownership, leasing, to use a jet card] aircraft over other available alternatives?
4. What do you think are the factors that have contributed to the occurrence of democratization in the industry?

Company

5. Please tell me about [your company's] business model (e.g. key partners, activities, and resources; value proposition, channels, and consumer segments).
6. Please tell me about a typical process from pre-contact through [delivery, shuttle, fractional ownership, leasing, sale of a jet card] for/of aircraft (e.g. how a potential consumer decides [on the method to pursue] private jet travel, learns of and chooses to use [your company] and becomes a repeat consumer).

Please feel free to add anything and/or share any other insights below. Thank you!

Appendix C

Industry Expert Telephone Interview

(Introduction, etc.)

Self

1. Please tell me about yourself and your background. Please include how and why you transitioned into private aviation, and one of your most memorable lesson or experience.

Private jet industry

2. In your experience, what aspects make individuals want to travel on a private jet, and what type of marketing (e.g. images, mediums, methods, messages) is most effective?
3. In your experience, why do private jet travelers elect [full ownership, to shuttle, fractional ownership, leasing, to use a jet card] aircraft over other available alternatives?
4. What do you think are the factors that have contributed to the occurrence of democratization in the industry?

Company

5. Please tell me about [your company's] business model (e.g. key partners, activities, and resources; value proposition, channels, and consumer segments).
6. Please tell me about a typical process from pre-contact through [delivery, shuttle, fractional ownership, leasing, sale of a jet card] for/of aircraft (e.g. how a potential consumer decides [on the method to pursue] private jet travel, learns of and chooses to use [your company] and becomes a repeat consumer).

(Thank you, etc.)

Appendix D

Industry Expert In-Depth Telephone Interview

(Introduction, etc.)

Self

1. Please tell me about yourself.
2. Please tell me about one of your most memorable lesson or experience.

Private jet industry

3. Please tell me about the history of the private jet industry.
4. In your experience, what aspects make individuals want to travel on a private jet?
5. In your experience, what type of marketing (e.g. images, mediums, methods, messages) is most effective?
6. What major and/or recent trends have you noticed in the industry?
7. What do you think are the factors that have contributed to the occurrence of democratization in the industry?
8. What are your impressions of the new players (e.g. NetJets, XOJet) who offer other types of private jet travel and ownership (e.g. are they serious and long-term competitors to traditional players, what lessons could traditional players learn from the new players)?
9. What are your perceptions regarding the process to lease, charter, and buy a private jet?
10. In your experience, why do private jet travelers elect full ownership of new aircraft over the other available alternatives?
11. In your experience, what aspects of the industry do many (e.g. individuals who have little or no knowledge, potential consumers) not know about and/or have misconceptions?
12. What do you think the industry will look like over the next 10 years?
13. How would you change and/or improve the industry?

Company

14. Please tell me about HondaJet's business model (key partners, activities, and resources; value proposition, channels, and consumer segments).
15. Please tell me about a typical day in your current role, highlighting a couple of your most and least enjoyable aspects.
16. Please tell me about a typical process from pre-contact through delivery of aircraft (e.g. how a potential consumer decides to purchase a private jet, learns of and chooses to purchase a HondaJet).
17. In your experience, what reasons do potential consumers give for not purchasing a HondaJet at the time (s)he is considering the purchase?
18. What is the estimated annual cost and the projected cost over 10 years to owning a HondaJet (e.g. insurance, maintenance, fuel, repairs, crew, storage)?
19. What do many potential consumers not know and/or only learn upon speaking with a HondaJet representative?
20. Is there anything else you would like to add?

(Thank you, etc.)