

AGENDA ITEM 7.6

FLYING ACES REPORT

**25th World Aerobatic Championships
19-29 August 2009**

Jeff Zaltman



Introduction

Flying Aces Ltd was “The Organising Body” of the 25th FAI World Aerobatic Championships 2009 (WAC), in partnership with the British Aerobatic Association, Silverstone Circuits and the FAI. The primary function of the company Flying Aces was to manage the media and commercial rights of the event in addition to having the legal responsibility of being the organiser.

Flying Aces considered the WAC an overall success on many levels, though there were a few areas of concern and disappointment. Not to mention the tragedy that befell Vicky Cruse, a beloved and respected member of this community and an inspiration to many. Flying Aces joins our partners in dedicating this event to Vicky and her friends and family.

This report to the CIVA Committee will touch upon some of the areas of success and lessons learned. This is not a comprehensive report and Flying Aces feels that over time it can offer a great deal more input and feedback to CIVA, future organisers and aerobatic athletes. We would be delighted to share our thoughts and experiences in more detail, after our analysis of the event has been completed. The full impact of the media successes won't be realised for many months as we continue our work.

Background

I had been considering the possibility of becoming involved in the organisation of a WAC for a number of years, having attended several World and European Championships. I finally made the decision to put in a bid to host the 2009 WAC while at the 2007 WAC in Granada Spain, seeing the potential for the sport to be further developed in the media and introduced to new audiences. I stated my intention to Mike Heuer who advised me of the bidding process and the role of the BAeA.

Before I could proceed with my plans I needed to confirm that a suitable venue existed to put the WAC on the world class stage it deserves. So I contacted Silverstone racing circuit, explained the potential that aerobatics offers. I developed a relationship with them and negotiated a deal with the Managing Director. We soon arrived at an agreement that ensured



Silverstone would provide the necessary facilities to support WAC including the aircraft hangars, briefing tent, offices, media facilities, ticketing, etc. Furthermore, I negotiated a monetary rights fee from Silverstone to host the event which immediately gave the WAC a financial boost.

With my vision in place, I then approached Alan Cassidy of the BAeA to propose the event. Alan challenged me on many issues until he was satisfied that our team was sincere and capable and until I had convinced him that the event had a strong opportunity to succeed. Alan and Steve Green were very thorough in their examination of the proposition and proved to be diligent caretakers of the event.

About Flying Aces

Flying Aces was set up in 2004 to focus solely on the promotion and commercialisation of air sports. We are a media rights company with extensive expertise in event management. Flying Aces is a media partner of the FAI. Since 2007 Flying Aces has travelled to a wide variety of air sports competitions, mostly FAI Championships across all air sports categories, in order to film them for our television series “Airsports World” which is broadcast in over 50 countries.

Flying Aces also owns and operates the leading internet television channel dedicated solely to air sports (www.airports.tv). This online TV channel is home to hundreds of videos from most of the major air sports competitions around the world, including the 2007 WAC, the 2008 EAC and this 2009 WAC. Airsports.tv even produced a LIVE internet broadcast of the WAC for two full days.

We also own and organise the international air racing series Aero GP, which has held six major grand prix events since 2005 (www.aero-gp.com) that have all been televised around the world. The Aero GP format includes multiple-plane pylon racing (“Reno style”) as well as an air combat competition and an aerobatic discipline.

The next event that Flying Aces will be involved in is The Al Ain Aerobatic Show in the emirate of Abu Dhabi. Flying Aces has recently been appointed by the Abu Dhabi Tourism Authority as the Organiser of this air show.

Our Involvement

While in name and by contract, Flying Aces was the overall official Organiser of the event, it was the British Aerobatic Association that was depended upon for most of the fundamental organisation and running of the contest. This allowed Flying Aces to focus on issues such as television coverage, sponsorship, PR, media and financial operations, among many other things.

Over the past two years, the Flying Aces team has invested almost one thousand work days into the WAC. The company paid its staff for this work yet did not charge these fees against

the WAC budget, providing our time as a donation to the event. We are proud of this contribution.

We also take this opportunity to emphasise the commendable and tireless efforts that the BAeA and its membership put in. The BAeA has an exemplary work ethic and it has set a fine example for the wider aerobatic community to follow.

Underwriting the Event

The agreement between Flying Aces and BAeA granted all commercial rights to Flying Aces. This meant that Flying Aces would receive all revenues associated with the event and would own all rights to any intellectual property (unless otherwise specified in the FAI Organisers Agreement). In exchange for those rights, it was agreed that Flying Aces would also accept all financial risks and costs of the event. A condition set by the BAeA and its membership from the outset was that the BAeA would not spend any money on the event nor be exposed to any financial liability (other than individual and incidental expenses). The burden of underwriting the event fell upon Flying Aces. This was a commercially acceptable proposition for us – a balance of risk and reward.

The BAeA paid close attention to ensuring that the budget be adhered to and tried to save costs wherever practical. The BAeA demonstrated integrity in its management of the budget. Flying Aces is grateful to the BAeA for this effort. However, overall budgetary control (which fell to Flying Aces to administer and oversee) was precarious. Flying Aces did not have the technical knowledge or historical understanding of various requirements to be able to contribute to effective budgetary validation and planning. And, likewise, without the regular direct insight into the budgetary constraints and cash flow status, the BAeA had less information by which to prioritise cost items and manage its spending.

One of the most important lessons learned by Flying Aces was that the segregation between parties of financial liability from budgetary decision-making is risky and the two should not be split between two organisations. It is recommended that the party that is responsible for setting the budget and cost requirements be the same body that is responsible to cover the costs of that budget (e.g. the national aero club).

Flying Aces is still calculating revenues and expenditure relating to the WAC to fully understand the financial status of the event, but it can be said conclusively that the event was loss-making (the extent not yet known). Flying Aces subsidised the event in order to guarantee its completion to a high standard. The event otherwise likely would not have taken place in the form that it took.

Sponsorship & Commercial Affairs

The WAC had a number of commercial partners, some of whom paid a cash sponsorship fee and others who offered significant discounts or even free services.

The first deal that Flying Aces negotiated was with the Staverton Park Hotel. We negotiated a very good rate on rooms and food, which allowed some budget to be allocated to other critical needs.

Our biggest sponsor was the car manufacturer Mazda. Mazda first approached the BAeA through Alan Cassidy who passed the contact to Flying Aces. We then negotiated a significant sum of money to be contributed to the WAC budget in addition to a large number of cars. Initially the agreement was bigger and more valuable in scope but market conditions led Mazda to shrink its contribution in cash and services. We worked with them to arrive at a mutually agreeable solution. Mazda also contributed a great deal of support in terms of publicity and hospitality to the event which was highly valued.

Another important sponsor was the watch maker Revue Thommen. They also invested a cash sum and made an effort to promote the WAC. The initial feedback from them suggested that they found the brand awareness and association with the WAC highly useful, though they did not actually sell as many watches on the day as they had hoped. Flying Aces is currently still awaiting a late payment from Revue Thommen.

We also negotiated a deal with two IT partners, Q Associates and Hewlett Packard, who together provided free-of-charge all the computers, printers and other hardware as per the event specifications. Q Associates also purchased a large hospitality package for 20 of its employees and clients. It reported to us that it closed a big deal while at the WAC.

A list of main sponsors and commercial contributors is listed below (not in any specific order):

- | | |
|-------------------------|-----------------------------|
| 1) Mazda | cars |
| 2) Revue Thommen | watches |
| 3) Staverton Park Hotel | hotel & hospitality |
| 4) Gulf Aviation | aviation fuel |
| 5) DB Schenker | logistics and air freight |
| 6) Rockstar | energy drink |
| 7) Q Associates | IT equipment and IT support |
| 8) Hewlett Packard | printers |
| 9) Yamaha | scooters |
| 10) Brentwood Comms | radio equipment |
| 11) ASL Camguard | engine oil |

The WAC offers a great platform for sponsorship and brand communication and we're confident it will soon be recognised as such, however there are hurdles to face with regards to educating sponsors to understand this potential. It was difficult to express the potential prior to this WAC, but we believe this event will be of great benefit to future organisers when trying to evidence to commercial partners why they should get involved.

As we focus on educating the market and sponsors about aerobatics, it is also crucially important that we within the aerobatic industry also educate ourselves and understand how to apply sponsorship. It is necessary for pilots and organisers to know how to provide a return on investment for a sponsor. Sponsors are businesses that need to receive a commercial value which is bigger than what they invested. We feel that there could be more attention to activating these sponsorship deals.

The WAC and the teams need to make every effort to guarantee that sponsors get what they need out of an event or team sponsorship. This means the event needs to consider its sponsors as important as its other stakeholders and participants and that the event should adapt accordingly. We feel many opportunities may have been lost at this WAC due to inflexibility of the structure, format or other contest priorities. And often the focus was on getting a small discount from a supplier instead of explaining to the supplier all the benefits that it could achieve by sponsoring the event. A supplier doesn't want to give a discount, but it does want to achieve a value – and it would rather pay for that value at a greater cost than offer a small discount for nothing in return.

When Flying Aces started work on the WAC two years ago we felt that the event could command a much higher revenue status than it ultimately received. We are still calculating the profit/loss of the event, which is proving complex. The weak financial performance of this WAC is of course due to many influencing factors, including our limited resources and even luck. But the global recession distinctly played an unfortunate and major role. The increased costs of doing business in the United Kingdom also played a part (though in a robust economy this would be outweighed by the potential for healthier sponsorship income).

Flying Aces could have done a better job with the merchandise sales at the event. We were unable to find a partner that would underwrite the cost of production, so we had to make a decision to limit our own financial exposure and just produce a small amount of merchandise. We were surprised by the high interest in purchasing the merchandise and we missed an opportunity to both generate revenue and also to promote the event further. That said, we are now still selling WAC merchandise on the WAC website and on airports.tv and we are having it produced as we go, so we hope to make up lost ground. We would be grateful for help in promoting the sale of this merchandise. For future WACs, it is clear there is a market for Official WAC merchandise which should be made available to the general public at least four weeks prior to the event start through the official WAC website. An official shop should be constructed at the event with seven to ten products made available for sale.

In the future, if a company like ours is sought to handle the commercial and media aspects of the WAC, it will be important to keep in mind that it is unlikely that the company will donate its time to the project for free as Flying Aces did. We saw this as an investment in an industry and community which we have a significant interest, so we took a different view, but there is a real cost of doing business that would need to be considered when approaching these third parties.

Television

We feel that television will be the key to all future growth of aerobatics. It goes without saying that this is the medium that can reach out to the most people. It is especially important given that the general public does not have a good idea of what aerobatics is. TV can immediately provide an insight and appreciation for the fine skills of aerobatic athletes. Flying Aces focuses much of its energy and emphasis on television production in all of our projects. We have experience in filming aerobatics – and most air sports disciplines – and we have a proven track record of delivering television programmes to international broadcasters.

The TV production at the WAC involved a 10 person production team, including 4 cameramen, 2 onsite editors (editing daily video news releases and other press requests), about 10 onboard mini-cameras rotating from plane to plane, a filming helicopter and four micro-wave links. A live feed with up to 8 inputs, which included graphics (courtesy of Stephen Madle and Qinetiq), was provided to a large 40-metre square big outdoor screen and the internet.

We are now in the process of editing the TV show from the WAC. This will then soon be distributed around the world and we expect it to reach at least 30 countries, if not up to 60. This will take a number of months to finish that process and then to collect the data and results. We will then supply a report to CIVA when this is done.

As mentioned below in the Media section, the WAC footage also has or will appear in many other international TV shows including our own series we produce with the FAI called Airsports World.

We are also now getting support from participating teams and others in the community. Most notably, the Russian team, through Elena Klimovich (congratulations to her for her victory at WAC), has been very pro-active in promoting the WAC footage to Russian TV channels. This sort of support is important and will eventually reward the teams by providing evidence to their future sponsors of the media value a WAC can generate.

In many cases, Flying Aces will provide edited clips of footage to those we interview and film at events, for their own promotional use. Some requests, or multiple requests, may incur a small charge for technical costs and time involved (we have limited capacity to deal with all requests). There is a form on Airsports.tv where anyone can make a footage request to us.

Airsports.tv (www.airsports.tv)

One of our most useful, and hopefully most influential, projects is that of Airsports.tv. This is an online “TV channel” which broadcasts many of our programmes filmed for the FAI. This is also where we make use of the footage and interviews that were not used in the final editing of the programmes. Some videos are already up to watch, but it will take some time for a full schedule of videos from the event to appear on the site as it is very time consuming and we have many other obligations for the site as well.



Flying Aces broadcast a full live coverage of the WAC for two days on Airsports.tv. This live broadcast achieved an impressive 92,961 streams (broadcasts) to 79,015 online spectators across the globe. About ten times as many people watched the event live on our channel than attended it in person. We also provided a stream to The Aircraft Owners and Pilots Association (AOPA) via www.aopa.org who helped promote the broadcast. This live broadcast was a huge success (at a moderate cost) and to our knowledge this was the first time this has been done at a major aerobatic competition. We received a lot of very positive feedback.

There are many factors which can affect a live internet broadcast and thankfully we were affected by relatively few so we're very happy with the technical result. As a victim of our own successful PR our server did suffer slightly at a couple of points for being overburdened with user volumes it was not used to (especially when the east coast of USA woke up and logged on) but these issues were quickly resolved. Also, viewers who had poor/low bandwidth settings at their end may also have received a poor viewing experience. With such significantly high user volumes we were pleasantly surprised and proud to note that we didn't receive any direct complaints about the broadcast.

We are now looking for contributors to the website who could write articles, news updates and analysis in the Editorials section. We are also looking for people with editing skills who could make professional videos for the site with footage we have already filmed.

We kindly ask that all interested parties involved at the WAC and in aerobatics in general help us to promote this website. This will be the most useful tool for pilots and organisers to showcase their opportunities.

Our ongoing PR strategies promoting the WAC and the live broadcast of the event meant that the WAC website (www.wac2009.com), in August alone, received 44,256 visits and 173,000 page views. According to Google, the WAC site 1,060 external links to it from other websites. All of these numbers are very impressive. Please note that this data is raw and not yet fully analysed.

Media Coverage

We felt that the media coverage of the event was very good. We also felt it could have been better, but we faced a lack of interest from some media outlets, largely due to the lack of familiarity with the sport. This will change over time. But we feel that the event did make a much bigger impact than it historically has. Some of the media coverage was also live on television and radio, reflecting the respect that media gave the event.

We also are very pleased with the PR efforts exhibited by our sponsors – in particular Mazda, who did an excellent job of extending the media reach of the event and generating lots of interest.

The feedback we received from the media that covered it was very enthusiastic. A strong

impact was clearly made and we will continue to leverage this fact to extract further exposure going forward.

A full report on the media exposure, expressed in terms of “Equivalent Media Value (EMV)” – which is the equivalent cost that an advertiser would have to pay for the same amount of exposure – will be forthcoming (provided we have the available resource and data to perform the analysis). We will make this information, along with an explanation of how best to apply it, available to pilots and organisers so that they can begin to form a robust case for future sponsors and partners.

An abbreviated list of media coverage of the event appears below. This is a list of highly regarded media outlets.

WAC COVERAGE 2009		
MEDIA	Number of Features	MEDIA COVERAGE
National newspapers	4	Sunday Times InGear, Sunday Times- event listing, Times - Event Listing, FT (in September) / Metro
Regional newspapers	12+	Various inc Newsquest syndication + Northants titles
Specialist motorsport	7+	Telextext Motorsport/ Motorsport News / Europeanmotornews x 2, interbike, crash.net, pistonheads.com / Sutton Images
Consumer magazines	4	SmartLife x 1 / Hotline / 1 ^o magazine, T3 Website comp / FHM
TV features	7+	BBC Oxford / BBC East Anglia / BBC Look East / Gillette World Sport, French TV channel, TransWorld Sport, Airsports World, others...
Radio features	9	BBC Radio Oxford x 2 / BBC Radio Northampton x 2 / BBC Three Counties Radio / Heart fm x 2 / Mix 96.6 fm / Premier fm
Specialist aviation	10+	Various inc Go Flying, Loop, General Aviation, AV8 Magazine, Outlook Aviation News, Global Aviation Resource, plus French and Spanish titles
Sports business pieces	2	Sponsorship News x 2
VNR's	12+	Sun Online / Mirror.co.uk / Autosport.com / Crash.net / Pistonheads.com / Evo.co.uk / Motorsportmagazine.co.uk / Carmagazine.co.uk / BTCC.net / Silverstone.co.uk / youtube.com / Airsport.tv

REQUEST: If there was coverage of the WAC and/or individual teams or pilots in home countries that we are not aware of, we would be grateful if those parties could send us information about such coverage as this will be useful to build a bigger picture of the media coverage and commercial value of the event. Thank you.

Marketing & Spectators

The marketing of the event (as distinct from the PR, which was Flying Aces' responsibility) was the job of Silverstone. This was part of the deal that Flying Aces negotiated with Silverstone. Silverstone's objective was to manage the paid and unpaid advertising/marketing campaign as well as local community awareness efforts. We feel that Silverstone did a fine job of getting the word out, however it had a very late start. It's media

plan focused only on July and August 2009. To be effective it should have started six months earlier. This was in part due to a lack of understanding of exactly what they were promoting because the marketing team came in at a later stage.

Below is a summary of the marketing plan targets. Whether or not some/all targets were reached we do not yet know from Silverstone and are awaiting feedback.

World Aerobatics	
Creative Concept	Offline Print
Creative Concept for event	A6 postcard print 100,000
Design development and creation of assets	Print 300 on site posters
Project management	Next Event Board
Resizing of artwork	A6 Postcard Teaser to distribute at Grand Prix
Press Advertising	Print of 1000 postcard holders for local distribution
Loop Publishing	Local Audience Reach and Distribution
Northampton Herald & Post and Brackley & Towcester Post	Local Radio Campaign
Light Aviation	Local postcard distribution
Buckingham Advertiser and Leamington Courier	Wind jammers to be displayed at WSR
Online	PR Activity
Advertising Campaign	In conjunction with Capatilise
MPU	Pr Stunts/Activity Costs
Banner, Skyscraper	Promotions
EDM Header	Brackley and Towcester Advertiser
Homepage graphic and promotion box	Bicester Review
EDM to Silverstone database	Buckingham and Winslow Advertiser
PPC Activity	Banbury Cake?? (TBA)
Offline Design	Banbury Sound (Touch FM)
A6 postcard double sided	Other
A5 leaflet	Market Research
A4, A2, A1, A0 Posters	Competition prizes
Full page press advert	Marketing Trailer Wings and Wind Jammers
Strip advert (vertical/horizontal)	Event Photography
Next Event Board	

Silverstone had trouble committing to some aspects of the promotion of the WAC, which caused us much disappointment. Specifically, about six months in advance of the event,

Silverstone decided not to actively promote the final of the World Technical Championship on the Friday (28th Aug) to the public, due to the fact that there was no guarantee that there would actually be any flying that day even if perfect weather conditions prevailed, since in theory the event could finish early if ahead of schedule. This would expose them to a commercial risk if they had to return ticket revenues to spectators. Furthermore, they only had data from past aerobatic events which suggested a low spectator turnout so it was hard to justify a large marketing spend.

This also prompted them to close the central spectating area for all days but the Friday/Saturday, despite our objections. They then focused much attention on advertising the air show rather than the competition, which caused some loss in exposure. We discussed these issues with them at great length but they were quite firm. In Silverstone's defence, this change of focus was in part due to the fact that they had to agree to an untested and unknown event two full years in advance and they only had a couple of months to negotiate the deal with Flying Aces prior to the bid presentation at the CIVA meeting in 2007. Also this was the first time in recent years that the WAC was placed on a fully commercial mainstream sports venue (instead of an airfield) so it was unclear to Silverstone what the success of any marketing campaign would be. Their caution is understandable, if unfortunate.

But all in all, Silverstone was an excellent partner who lived up to their good reputation as a world class sports venue. They rolled up their sleeves and worked hard to ensure the event was achieved to the standard and specifications that the BAeA outlined for them. We thank them for taking on the challenge of hosting the WAC and we commend them on their excellent delivery of the event (and not least for their admirable efforts of supporting the organisers and other parties during the tragic accident)

Silverstone has asserted a new interest in holding future aviation events as a result of this experience. However, they have explained to us that the many-day duration of the WAC is the most critical inhibitor to a host venue holding this event and this factor more than any other caused Silverstone (and Flying Aces) a financial loss and poses an obstacle to considering the event in the future.

We are still awaiting on a specific number of spectators to be reported by Silverstone. We know that at about 6,000 tickets were issued for the Saturday, and some estimates suggest that over 11,000 people attended the WAC over the weekend (including the audience attending British Touring Car Championship that shared the venue with the WAC that weekend and including other peripheral spectators and the Friday WAC attendance).

We felt that the two commentators, Brendan O'Brien and Tim Calloway, with guest technical expert Eddie Goggins, did a fantastic job of managing the crowd experience and relaying information, both entertaining and informative, to the public.

We were proud to host a number of VIPs at the event, including, among others, the world land-speed record holder Andy Green; the former number two in the British Air Force, Air Chief Marshall Sir David Cousins; and the British Shadow Minister for Aviation Julian

Brazier, who graciously accepted an invitation from the BAeA to attend. Mr. Brazier MP showed a keen interest in this sport and in the ability and ambition of the pilots and he will prove to be a useful advocate for this sport in the UK.

Perhaps the most unfortunate and frustrating (not to mention embarrassing) issue was that the primary professional aerial photographer we hired to document the WAC in imagery informed us he lost or had stolen his hard disks with his entire collection of all his photographs of the event. This was a shocking and damaging problem. He circulated around other photographers that were at the event to see if he could collect enough useful imagery but did not achieve much success. Sadly, there is now little we can do to rectify this. However, if other participants of this event have a collection of images that they could share with Flying Aces it would be hugely helpful in our future promotion of the WAC and in marketing efforts. Please let us know!

Roles & Communication

To our understanding this is the first time that a WAC has had a party like Flying Aces involved so integrally in the organisation. This was an exciting proposition for Flying Aces and we learned extensively from the BAeA and our other partners throughout our involvement. We were honoured to be included in such an illustrious team as the BAeA, CIVA, FAI and Silverstone, among others. But it is also natural for any new relationship structure to experience growing pains. We felt that the triumvirate of Flying Aces, Silverstone and BAeA proved a difficult combination. It is our assessment, in hindsight, that only one body should be responsible for overseeing the event – namely the national aero club.

Flying Aces felt that the roles of each party were less than ideally defined and the division of labour was not delineated clearly or adhered to. Overlapping and “underlapping” of tasks caused confusion and unnecessary complexity. This blurring of roles threatened the event on some occasions.

Furthermore it was felt that the role of Flying Aces – being the new ingredient in this mix – was never fully understood or accepted by our partners and their membership. This undermined Flying Aces’ ability to contribute to its full potential. The resource that Flying Aces offered the event was not utilised to the full extent nor was its value recognised.

Sadly, the nature of this division of roles seemed to encourage parties to pull against each other and the sense of ‘team’ was somewhat lost and communication suffered, which in turn generated unnecessary personal tensions at times.

It is our recommendation that in the future the WAC be governed by just one authoritative organiser, which should not be a commercial company, but rather should be the national member of the FAI (as is traditionally the case). This single entity should be granted and accept all authority and all responsibilities for the event. We feel it would not be effective for a commercial company to be so directly involved with the WAC in its current form.

Conclusion

Some of the above points may sound negative, but we assure you they are not, and we offer these thoughts with the most constructive intentions possible. There were certainly trials and tribulations, but the Flying Aces teams were thrilled to have been a part of this piece of air sports history and we are happy that we were involved.

We learned a lot as a business in the air sports industry and we developed relationships that we expect to be long-lasting and fruitful. While the event may not have been a commercial success, this was never our main priority and we are confident that the knowledge and value we can extract from the experience of the past two years of working on the WAC will pay off many times over. In return, it is our ambition to continue to offer our support to all parties involved for the near and far futures.

The BAeA as a body of volunteers demonstrated incredible enthusiasm, eagerness and drive. Contest Director Steve Green is a superhuman and should be fitted with a cape for his power to organise on every level. Alan Cassidy's wisdom and stewardship was noteworthy. We were also impressed by the CIVA and judging teams and felt that their professionalism and effort was every bit on par with any major professional sport. But mostly we deeply thank every volunteer, key staffer and every member of the BAeA. Everyone involved with the event was greatly appreciated.

The sport of aerobatics has every potential for growth and development into a mainstream sport to be enjoyed by every household around the world. But to do so, it will need money and therefore must follow the proven path of every other mainstream sport. It needs to be more commercially driven and must be able to demonstrate a return on investment to potential sponsors. It will be essential to embrace media. The importance of media must be placed on the same level as all other rules and regulations of the sport. We felt we were in a constant battle to provide value in this area. There needs to be a fundamental change to institutionally embrace and promote media involvement in the WAC rather than viewing it as a nuisance or inhibitor to operations.

Given the difficulties we faced, Flying Aces does not wish to take financial or other responsibility over an FAI aerobatic event in the foreseeable future. However, Flying Aces pledges its continued and full support towards the promotion of all CIVA events and we will work towards our mutual goals of developing the sport of aerobatics commercially for the sustainability and benefit of competitors and future organisers as well as to make the sport more accessible to the mainstream public around the world.

We gladly and respectfully invite requests from future WAC organisers to consider with us how to leverage and activate the full potential of their events. We hope to take on a more specific role in future events as a promoter and rights manager. We anticipate this would take the form of a separate agreement directly with the organiser in any host country.



**CIVA 2009
Oshkosh, USA**

We hope we made a positive impact on this illustrious event. The vast majority of feedback from all directions was very positive.

Thank you for your partnership.



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