



拥有私人公务机确实能给人带来生活上的灵活便利和享受上的极致奢华，但也会牵涉到沉重的责任和可能遥不可及的价格标签。幸运的是，有了包机服务、公务机卡、和分时共享制，我们也可以实现私人飞行，而且责任更轻，花费更少。

明智的私人航空旅客常常勾选不止一个选项。他们可能分时共享某架公务机，以应对主要旅行需求，也可能拥有飞机卡，以换用其它机型，有时也可能选择有着价格优势的包机服务。三种选择全部在手，我们可以随时想走就走，而且出发点经常是毫不拥挤的私人航站楼。此外，私人飞机可以根据旅客需要，飞往普通民航航班线路外的目的地。

包机服务、公务机卡和分时共享制在美国和欧洲很流行，但在中国，还只是“小荷才露尖尖角”。去年金鹿公务机才刚刚推出中国首款分时共享服务。而且私人飞机业主们不是很情愿出租飞机，这也限制了这个行业的发展。但随着中国公务航空的全面增长，这些业务一定会高歌猛进。

包机服务

飞行一次，即可享受灵活、经济双重优势

选择包机游，如同选择天空中的房车游。我们只需告知包机服务商目的地、出行时间，以及同伴数目，服务商就可以用豪华的私人飞机将我们运至目的地。

包机服务有几个优势。每次包机出行，我们只需确定飞机和飞行计划，无需对服务商承担任何长期承诺。包机价位通常基于往返费用，也就是说，我们需要支付飞机前往目的地的去程费用，也需要支付飞机返回基地的返程费用，不管我们在不在飞机上。更成熟的市场中已经发展出了单程定价模式，但无论费用如何计算，基于单次飞行的包机费用肯定比公务机卡和分时共享的费用少。实际上，包机才是公务航空最实惠的选项。而且它还可以使我们有机会熟悉飞机型号和服务商，一旦有需要，我们可以明智地决策是购买公务机

OWNING A BUSINESS JET GIVES YOU THE ULTIMATE in flexibility and luxury, but it also involves heavy responsibilities and a price tag that could be out of your reach. Fortunately, you can fly privately with less obligation—and for far less money—thanks to air charter, jet cards and fractional-ownership programs.

Savvy business jet travelers often use more than one of these options. They may own a fractional share in an aircraft for their primary travel needs, have a jet card that allows access to additional models and use charter when it offers a price advantage. With all three access modes, you can come and go on your schedule, usually from an uncrowded private terminal; and as soon as you're on board the airplane, it can take off for destinations no airline services, if that's your wish.

Charter, jet cards and fractional-ownership programs, all of which are popular in the U.S. and Europe, are in their infancy here in China. It was only last year that Deer Jet introduced the country's first fractional-ownership program. Meanwhile, a reluctance of jet owners to put their aircraft out for charter has constrained that business. But these offerings are sure to proliferate along with the overall growth of business aviation in China.

AIR CHARTER

Flexibility and economy, one flight at a time

Charter is like a limousine service of the sky. You tell the charter company where and when you want to go and how many people you're traveling with and it transports you to your destination in a luxury vehicle.

Flying charter has several benefits. For each flight, you can match the aircraft to the mission, without any long-term commitment to the service provider. Rates are typically based on a



中一航空 ZYB LilyJet • 庞巴迪 CRJ-200



金鹿公务机 Deer Jet • 湾流航空 G550



VistaJet • 庞巴迪 挑战者 605

中国知名的包机、公务机卡和分时共享服务商

北京航空 (*airchina.com, 86 10 6453 7666*)
北京航空是中国国有公务机运营商，它的包机部门运营的机型包括挑战者605、环球快车XRS、湾流450、波音商务机。它与泰国著名的公务机公司、全球公务机运营商销售代理OrientSkys达成了战略合作伙伴关系，客户可以享受无缝衔接的亚洲、美国、欧洲和中东的包机服务。

金鹿公务机 (*deerjet.com, 86 40 0066 6888*)
金鹿公务机的包机机队包括中型猎鹰800、空客公务机、和波音公务机 (BBJ) 等。公司在中国境内五个机场设有运营基地，其中一个位于香港。它提供公务机卡和分时共享服务。猎鹰800的25小时卡价位为104万-120万元人民币（国内/国际飞行），湾流550或BBJ的25小时卡价位为223万-253万人民币。金鹿公务机与总部位于德克萨斯州的Starbase Jets达成了合作伙伴关系，可服务有美国境内包机需求的用户。

美捷香港商用飞机 (*metrojet.com, 852 2525 4747*)
美捷香港商用飞机的包机机队包括一架波音BBJ、一架湾流GV、一架庞巴迪挑战者605、一架赛斯纳奖状君主号。美捷▶

NOTABLE CHARTER, JET CARD AND FRACTIONAL OWNERSHIP PROVIDERS SERVING CHINA

Beijing Airlines (*airchina.com, 86 10 6453 7666*).
The charter arm of this state-owned commercial carrier operates a Challenger 605, Global Express XRS, Gulfstream 450 and Boeing Business Jet. Strategic alliance with Thailand-based OrientSkys, sales agent for a global network of operators, gives customers seamless access to charter throughout Asia, the U.S., Europe and the Middle East.

Deer Jet (*deerjet.com, 86 40 0066 6888*).
Charter fleet ranges from midsize Hawker 800 to Airbus Corporate Jets and Boeing Business Jets. The company—which maintains bases at five airports in China, including one in Hong Kong—offers a jet card and a fractional-ownership program. Prices for a 25-hour card range from 1.04 to 1.2 million RMB (domestic/international) for the Hawker 800 and from 2.23 to 2.53 million RMB for a Gulfstream 550 or BBJ. Maintains partnership with Texas-based Starbase Jets for customers seeking charter in the U.S.

Metrojet (*metrojet.com, 852 2525 4747*)
Hong Kong-based Metrojet’s charter fleet includes a Boeing BBJ, a Gulfstream GV, a Bombardier Challenger 605 and 美捷▶

roundtrip: you pay for the flight to your destination and for the return trip to the aircraft’s base, whether you’re onboard or not. In more mature markets, one-way pricing has evolved, but regardless of how fees are calculated, charter usually costs less on a per-flight basis than jet cards or fractional ownership. In fact, it represents one of business aviation’s best bargains. And it offers an opportunity to become familiar with aircraft models and service providers so you can make informed decisions about purchasing jet cards or a share of an aircraft, should the need arise.

You can book charter flights with companies that manage and control the airplane or via brokers, which arrange flights with operators. Dealing with an operator puts you directly in touch with the entity in charge of the aircraft, which can make it easier to amend plans; brokers, on the other hand, can offer a wider selection of aircraft and options, as they work with multiple operators. (Note that operators also often act as brokers when they don’t have an aircraft in their own fleet available to meet a charter request.)

JET CARDS

Ongoing access without asset ownership

Jet cards are good for a specified number of flight hours or for a certain amount of money that can be applied to the cost of flights. Time-denominated cards usually provide access to a single model or category of aircraft for a set number of hours (for example, a 25-hour card for a midsize jet). Cards sold in cash denominations (such as a 1.5 million RMB card) usually provide access to a fleet of various categories of business jets that you can choose on a flight-by-flight basis. Hour cards generally best suit travelers who use one size of aircraft, while cash denominations make more sense for flyers who regularly need access to more than one category of jet. As you use the aircraft, the provider deducts the hours flown or cost of the flight from the prepaid credit the card represents.

In contrast with charter’s round-trip-pricing model, jet cards charge only for the time you’re

卡，还是与他人“分时共享”公务机。

需要预订包机服务时，我们可以直接联系包机运营商，也可以接洽中间人，他们会帮我们跟运营商商定飞行计划。与运营商洽谈的话，我们可以直面真正管控飞机的实体，飞行计划的修订会更容易；另一方面，与中间人接洽的话，我们可以得到更多机型，拥有更多选项，因为中间人的合作对象是许多家包机运营商。（要注意运营商在自家飞机无法满足包机需求时，也常常担任中间人角色）。

公务机卡

无需拥有飞机产权，也可连续多次飞行

若用户对公务航空有特定飞行时间需求，或者有特定的费用可以用在公务航空上，公务机卡是一个很好的选择。基于时长的公务机卡通常可以使用户使用某一种或某一类飞机，可用的小时数已事先确定（比如说针对中型机的25小时公务机卡）。基于金额的公务机卡（比如说价格为150万元人民币的公务机卡）通常可

以使用户在各次飞行时使用不同种类的公务机。一般小时卡最适合只使用某种尺寸飞机的用户，而金额卡更适合对多种机型有需求的用户。当我们使用公务机时，运营商会把消耗的小时数或者金额数从卡中预付数字中扣除。

较之包机的往返程定价模式，使用公务机卡只需消费我们呆在飞机上的时间，但所有会员都需要分摊衍生的飞机转场费用，这项内容包括在小时费用中。所以公务机卡的计费方式对单向长途飞行旅客是有利的，不过有些卡也会提供返程和非高峰期的折扣。公务机卡还提供随时用机保障，当我们需要在假期或其它尴尬时段出行却找不到包机时，随时用机保障就会显得格外重要。

分时共享

无忧无虑，分时共享

分时共享服务几乎覆盖了私人购机的所有优势，但需要承担的责任更轻，需要支付的费用也更少。根据飞机股权比例，用户只需要支付购机总价中的一部份。股权的划分通常基于每年800个小时的飞行时间，最低需要购置1/16的股份，即每年50个小时的飞行时间。（金鹿公务机的分时共享项目是个例外，它基于每年600个小时的飞行时间，一个飞机最多只接受五个股东。）每个股东还需要支付每月管理费，这项费用覆盖所有固定支出。需要使用飞机时，用户还要支付每小时的费用。

分时共享服务为用户解决了各种繁琐。服务商提供机组人员，并委派飞机维修事宜，若飞机暂时无法为您服务，服务商提供相同的或者更好的飞机。（实际上，用户在使用自己拥有股份的飞机时，很少遇到这种情况，因为服务商妥善安排飞机行程，以实现最大效率）。有些服务商

考察服务商

无论您选择何种公务航空选项，都必须对服务商做尽职调查。航空服务是对现金有极高要求的行业，一旦现金吃紧，飞机维护、客户服务和安全都会受损。我们可以从会计师处核实服务商的财务稳定情况，还需要查询飞机使用记录相似的其它客户的意见。另外需要询问服务商是否通过了第三方安全审核组织如ARGUS或Wyvern的认证。

CHECK OUT YOUR PROVIDER

Whatever business-jet access option you choose, it’s imperative to perform due diligence on the service provider. Aviation services are a cash-intensive business, and when money gets tight, maintenance, customer service and safety can all suffer. Statements from accountants can help verify the financial stability of the provider. Check references of other customers who have a usage profile similar to yours. Ask whether the provider is accredited by a third-party safety auditing organization such as ARGUS or Wyvern.

on board the aircraft, but all program members share concomitant repositioning costs, which the hourly rates reflect. Thus, jet-card pricing favors flyers who make long one-way trips, though some cards offer roundtrip and off-peak discounts. Jet cards also provide guaranteed access, which can be important when you’re traveling during holidays or other times when charter aircraft may be unavailable.

FRACTIONAL OWNERSHIP

The benefits of ownership without the hassles

Fractional shares offer nearly all the benefits of owning an aircraft outright while eliminating the responsibilities and reducing the costs that come with it. Owners pay a proportion of the total purchase price based on the size of their stake in the aircraft. The division of shares is usually predicated on 800 occupied hours of flight time per year, with a 1/16th share—representing 50 flight hours annually—the minimum position. (Deer Jet’s program, an exception to the rule, is based on 600 flight hours annually, divided among a maximum of five owners.) Each owner also pays a monthly management fee that covers all fixed costs, plus an hourly fee for use of the aircraft.

This is hassle-free ownership. The fractional program provides the flight crew, arranges maintenance and—if “your” airplane is unavailable—supplies an identical or better aircraft. (In fact, you may rarely if ever fly on the jet you own an interest in, as fleet movements are scheduled for maximum efficiency.) Depending on the program, fractional owners may also be able to access an entire fleet of aircraft, allowing them (for payment of an “exchange fee”) to select the jet that best suits each mission and to use more than one aircraft at a time. Another plus for fractional programs is that they usually offer the youngest fleets and feature new aircraft models before they’re available for charter or jet-card customers.

Fractional-ownership contracts vary but often specify five-year terms, with exit clauses allowing you to get out early for a fee. At the end of the contract, the fractional provider buys the share back at market value. Some programs let you renew your agreement and retain ownership for an identical contract period, an option that can greatly lower your total cost.

The residual value of the aircraft at the end of the ownership period is the largest financial concern for fractional owners. Fractional programs

中国知名的包机、公务机卡和分时共享服务商

▶ 香港商用飞机聚焦于公务机管理和维护业务，但也致力于包机服务。它与总部位于加利福尼亚的Solairus Aviation达成了联盟，可为有美国境内包机需求的用户提供无缝衔接服务。

南山公务机 (*nanshanjet.com, 0535 6985316*)
南山公务机的总部位于烟台莱山国际机场，它的包机机队都是远程大机舱喷气机，其中包括庞巴迪挑战者605、环球快车XRS、湾流G450、G650和波音BBJ。

利捷公务航空 (*netjets.com/AboutNetJets/netjets-china, 1 877 356 5823*)
利捷公务航空有限公司是中国公务航空集团和美国利捷的合资企业，最近它刚进口了两架 中型喷气机猎鹰800，以发展中国境内包机服务，它的中国航空运营人合格证 (AOC) 正在申请中。目前公司聚焦于飞机管理和包机服务，但未来还可能推分时共享和公务机卡服务。针对中国公务旅行群体，利捷公务航空最近推出了私人公务机旅行卡，通过这种25小时卡，客户也可以使用美国和欧洲境内利捷航空旗下的大机舱公务机。 美捷▶

NOTABLE CHARTER, JET CARD AND FRACTIONAL OWNERSHIP PROVIDERS SERVING CHINA

▶ a Cessna Citation Sovereign.
Though focused on management and maintenance, the company has a dedicated charter team. Affiliation with California-based Solairus Aviation provides seamless connection for charter within the U.S.

Nanshan Jet (*nanshanjet.com, 0535 6985316*)
Based at Yantai Laishan International Airport in Yantai, this company offers a charter fleet of long-range large-cabin jets, including Bombardier’s Challenger 605 and Global Express XRS, Gulfstream’s G450 and G550 and the Boeing Business Jet.

Net.Jets China (*netjets.com/AboutNetJets/netjets-china, 1 877 356 5823*)
The partnership of China Business Aviation Ltd. and U.S.-based NetJets recently imported two Hawker 800 midsize jets for charter service within China in anticipation of securing a Chinese air operator certificate (AOC). Focused on aircraft management and charter, the company may add fractional-ownership and jet-card programs in the future. Net.Jets recently introduced the 美捷▶

甚至会让股东面向整只机队，允许他们（支付“换机费用”）选择最适合每次行程的公务机，甚至可以一次使用不只一架飞机。分时共享服务还有一个优势是服务商提供的飞机通常都是最新服役、最新上市的机型，老旧机型都会提供给包机或者公务机卡用户。

分时共享合同的内容各不相同，但通常都会规定5年年限，若提前退出，需要支付一笔费用。合同到期时，服务商会以市场价买回股权。有些分时共享项目允许用户重续合同，继续拥有同样年限的飞机股权，这种选项可以大大降低用户总的费用支出。

合同期结束后，飞机的残余价值几何是分时共享用户最关心的财务问题。传统上，分时共享结束后飞机的残余价值一般估作购机价的75-80%，但最近几年估价降到了60%的范围。在我们考虑购买飞机股权时，必须把它的残余价值列入衡量范围，因为飞机价值的下降可能会占据股权成本最大的比例。为了避免意外，我们需要每年独立审核手头飞机股权的价值。

虽然所有包机、公务机卡和分时共享服务都有一些相同的基本原则，但具体细则各不相同，可能会对我们的体验和花费产生巨大影响。不同服务商对取消包机预订的政策不同，有的会使我们损失订金，有的则可以把订金保留至下次行程。公务机卡和分时共享服务商可能会对旅行高峰期做出规定，若我们在高峰期出行，也许无法享受到本来倚重的随时用机保障。当我们需要退出分时共享项目时，飞机估价纠纷的仲裁条款可能会带来巨大的钱款差异。此外，公务机卡和分时共享项目的换机费用、包机的燃油费或其它附加费用可能存在陷阱，如果我们在签约之前不仔细查看换机或包机合同的细微之处，可能会中服务商“挂羊头卖狗肉”的招儿，事后只能徒呼上当。

无论是分时共享股东、公务机卡会员、还是包机用户，都要谨记在中国飞行需要获得许可。据中国包机服务商说，目的地为中国民用机场的飞行计划审批需要一到两个工作日，目的地为军民合用机场的飞行计划审批需要三个工作日，目的地为军用机场的飞行计划审批需要五到七个工作日，国际飞行计划的审批需要三到七个工作日。

中国军方最近把通用航空管制权交给了中国民航局，从此运营商不再需要每次飞行都申请军方许可，但新的申请程序还未明确阐明，所以没有人知道这种变动对飞行计划会有什么样的影响。

have traditionally estimated residual value at 75 to 80 percent of purchase price, but in recent years values have been in the 60-percent range. It's imperative that you consider residual value when weighing purchase of a share, as the drop in worth could represent the greatest cost of ownership. To avoid surprises, you should have the value of your share independently audited annually.

WHILE ALL CHARTER, JET-CARD AND fractional programs share a few basic principles, the rules and details vary in ways that can have a huge impact on your experience and costs. Variations in cancellation policies at charter providers can spell the difference between losing your deposit for a flight and being able to apply it to another mission. Policies on peak travel days at jet-card and fractional-ownership companies may mean the “guaranteed” access you were counting on doesn't apply when you want to travel. Arbitration rules for disputing aircraft valuation may make a difference worth a huge sum when you exit a fractional-share program. Additionally, aircraft exchange fees in jet-card and fractional programs, and fuel surcharges or other added costs in charter, can leave you feeling victimized by bait-and-switch sales tactics unless you carefully check all the nuances of an access program or charter flight before signing on the dotted line.

Whether you're a fractional owner, jet-card holder or charter customer, keep in mind that your flights in China will require authorizations. Providers in the region say approvals for flights to civil airports take one to two working days, flights to military/civil airports require three days' notice and flights to military-controlled airports necessitate five to seven days' notice. International flight plans can take three to seven days for approval.

The People's Liberation Army recently relinquished control over general aviation flights to the Civil Aviation Administration of China, so operators no longer need to apply to the Army for permits for every flight, but the new application procedure has yet to be defined, so the impact on flight planning is still unknown.

中国知名的包机、公务机卡和分时共享服务商

► 中国商务航空管理有限公司 (sinojet.org, 852 2588 7000)

总部位于香港的中国商务航空管理有限公司运营着一架湾流200和一架环球快车，均用于包机服务。它与美捷、Aviation Concepts、直升机运营商Astro Jet是联盟关系，可为用户提供丰富的包机选项。它与加利福尼亚TWC Aviation也有合作关系，可为赴美客户提供无缝衔接的包机服务。

VistaJet (vistajet.com, 44 (0) 207 0 605 700)

瑞士包机服务商VistaJet的机队均为庞巴迪机型，其中包括远航程挑战者机型和超远航程环球机型。VistaJet声称中国是其全球增长战略的关键市场，它已在北京和香港设立了销售处。VistaJet已递交中国航空运营人合格证申请。

中一航空 (lilyjet.com, 400 677 7717)

中一航空在北京、上海、沈阳均设有运营基地，在香港也有子公司。它的包机机队均为庞巴迪机型，其中包括挑战者604、850和环球快线。中一航空（香港）有限公司负责中一航空的国际业务，为包机客户提供国际包机无缝衔接服务。

NOTABLE CHARTER, JET CARD AND FRACTIONAL OWNERSHIP PROVIDERS SERVING CHINA

► Private Jet Traveler Card, aimed at China-based travelers, providing access to the company's U.S.- and Europe-based large-cabin aircraft in increments of 25 hours.

Sino Jet Management

(sinojet.org, 852 2588 7000)

Hong Kong-based company operates a Gulfstream 200 and Global Express for charter clients, and its alliances with Metrojet, Aviation Concepts and helicopter specialist Astro Jet offer a wide range of other charter options. Relationship with California's TWC Aviation offers seamless charter for U.S.-bound travelers.

VistaJet

(vistajet.com, 44 (0) 207 0 605 700)

Swiss charter operator has all-Bombardier fleet, including Challenger long-range and Global ultra-long-range business jets. VistaJet, which says it considers China a key to its global growth strategy, has sales offices in Beijing and Hong Kong. It is awaiting an operator's certificate that will allow service within China.

ZYB Lily Jet

(lilyjet.com, 400 677 7717)

ZYB has bases in Beijing, Shanghai and Shenyang, and a Hong Kong affiliate. Its all-Bombardier charter fleet features the Challenger 604 and 850, and Global Express. Lily Jet Hong Kong, the company's international arm, provides seamless global charter capability.