

NO PLANE NO GAIN

## Business Leaders on Business Aviation



25 CEOs Highlight Aircraft Value to Their Companies





**“ For more than 50 years, business aviation has helped me effectively compete all around the world in both golf and in business from my hometown in Latrobe, PA.**

*Business aviation has given me an important edge. It has allowed me to be in more places in less time than the competition. As a result, it has given me more opportunities to succeed.*

*Turns out I am not alone in recognizing the benefits of business aviation. In a highly competitive global marketplace, thousands of successful leaders have come to rely on this important mode of transportation. This publication features the leaders of some of those organizations, and I think it demonstrates something I have been saying for years, ‘No Plane No Gain.’”*

A handwritten signature in white ink that reads "Arnold Palmer". The signature is written in a cursive, flowing style.

1950～60年代に数々のメジャータイトルを手にしたプロゴルファーのアーノルドパーマーは、ゴルフとビジネスでの自らの成功体験をもとに  
“No Plane No Gain”  
「飛行機なくして成功なし」を提唱している。



## **BOB PITTMAN**

CEO  
*iHeartMedia*

全米に850以上のラジオ放送局を持つマスメディア

# COMMUNICATE CLEARLY

*“Business aviation optimizes iHeartMedia employees’ ability to meet in person, so that when important decisions are made, everyone’s on the same wavelength.”*

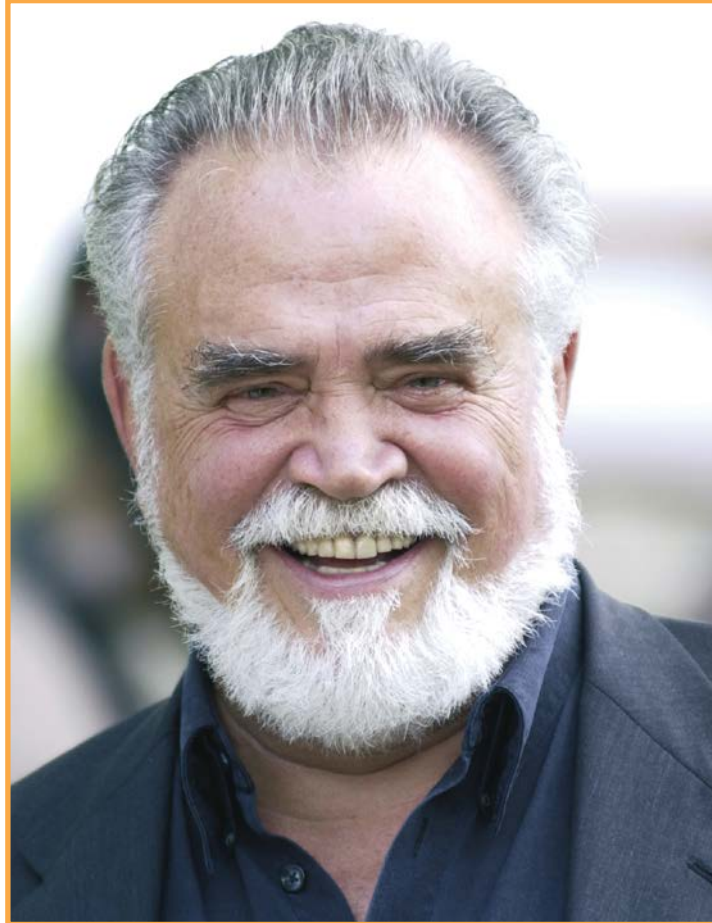
社員コミュニケーションの向上：

ビジネス航空により社員と対面して波長を合わせ、機内では微妙な会話も可能

**FACT:**

***Business aviation allows people to discuss sensitive information while in flight, without fear of corporate espionage.***

ビジネス機の中では、漏えいを恐れることなく微妙な会話もできる



## HERB KOHLER

*Chairman and CEO  
Kohler Company*

浴室/洗面所設備、家具、発動機を製造。従業員は32,000人

# TURN TRAVEL TIME INTO WORK TIME

*“Our company’s accomplishments working on the leading edge, and my usefulness, would be far less were it not for business aviation. Our people in the home office seldom spend more than one day round trip, which enables them to get their rest and have balanced lives while avoiding the congestion of airports.”*

異動時間を稼働時間に：  
ビジネスジェットの利用により本社社員の出張は日帰り

## FACT:

**Surveys have shown that a large majority of companies use business aircraft to fly into locations that have little or no scheduled service.**

多くの企業が、定期便が就航していない土地に出張するのにビジネス機を利用





## DIMITRIOS SMYRNIOS

CEO  
*The Schwan Food Company*

年商\$3B（約3,600億円）の冷凍食品メーカー



# DELIVER ON YOUR COMPANY'S POTENTIAL

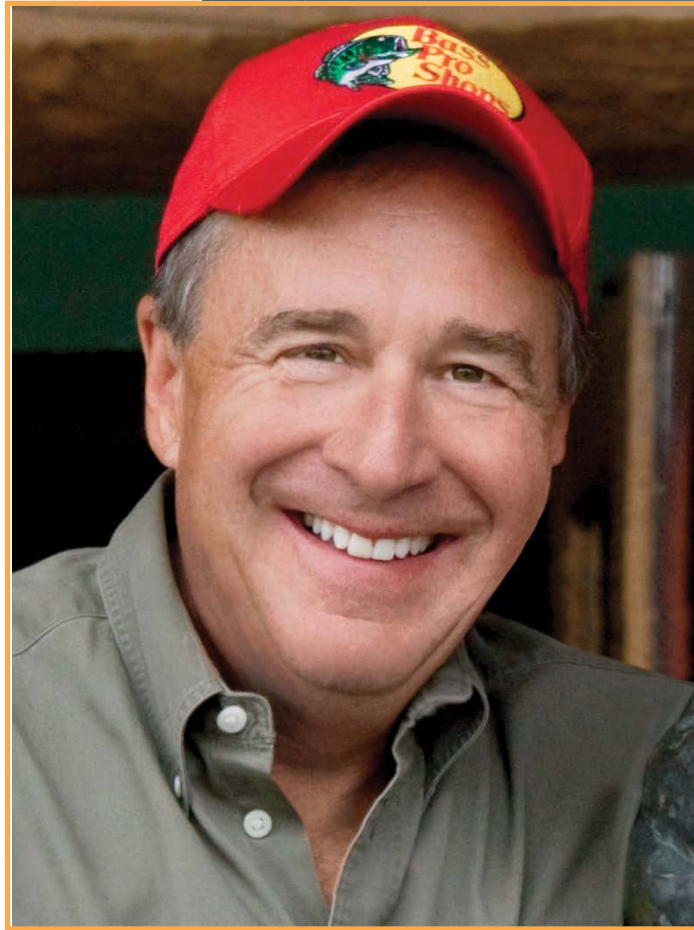
*“We know that our 60-plus years of success delivering delicious foods depends on the relationships we build with our customers and with each other. Business aviation enables our team members to safely and efficiently visit our customers across the United States and maintain strong connections with each other at more than 400 locations.”*

配達するのは製品だけでなく会社のポテンシャルも：  
ビジネスジェットを駆逐して全米400か所以上の顧客を訪問

## FACT:

***With business aviation, a company can operate production facilities in small towns across the U.S., and in markets across the world.***

ビジネス航空により全米各地の小都市に工場を持ちつつ、世界の市場にアクセスが可能となる



## JOHNNY MORRIS

*Founder  
Bass Pro Shops*

アウトドア用品販売で年商\$4B（約4,800億円）以上

# REALIZE YOUR COMPANY'S FULL POTENTIAL

*“Business aviation is a business tool that helps Bass Pro Shops in its mission to inspire people to love, enjoy and conserve the great outdoors.”*

企業の潜在能力を発揮：  
人々に自然の素晴らしさと大切さを広めるためのツールとして  
ビジネス航空が役立っている

**FACT:**

*Business aviation allows companies to reach clients and customers quickly and efficiently.*

ビジネス航空の利用により顧客に迅速かつ効率的に触れることができる





## **JEFFREY M. ETTINGER**

*Chairman, President and CEO  
Hormel Foods Corporation*

創業を19世紀に遡る缶詰肉製造の老舗。年商は\$8B（1兆円近く）以上

# OPERATE FROM ANYWHERE

*“Our Aviation team members are an integral, trusted part of our overall Hormel Foods team. They enhance our ability to service our plants and respond to our customers. With our headquarters located in rural Minnesota, we find business aviation to be particularly valuable – the time savings and efficiency gains are significant.”*

出発地は様々 :

ミネソタ州の片田舎に本社を置く企業にとって、会社の航空部門は工場や顧客と効率的に行き来する必須の部署

## FACT:

**With business aircraft, companies can be located in smaller towns, yet still reach clients and customers in larger markets.**

本社は片田舎にあっても、ビジネス航空があれば広い市場を網羅



## **SHEILA C. JOHNSON**

CEO  
*Salamander Hotels & Resorts*

高級リゾートホテルを展開。アイスホッケーやバスケットボールのプロチームも保有



# OPTIMIZE EFFICIENCY AND FLEXIBILITY

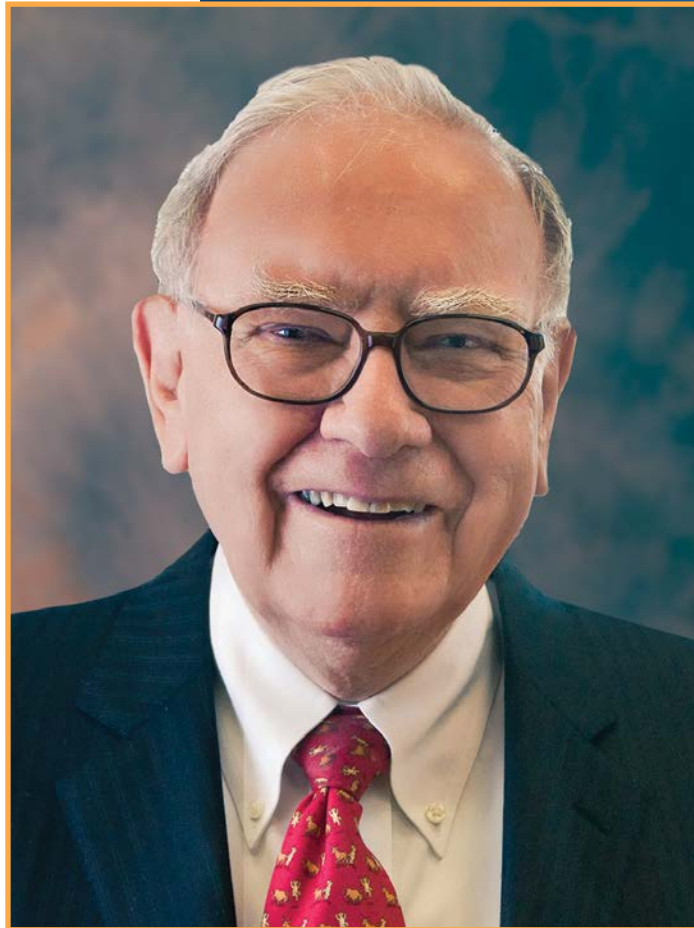
*“Business aviation takes Salamander Hotels & Resorts to new heights by putting us on the ground where we’re needed most.”*

効率と柔軟さを最適化

## **FACT:**

*With business aircraft, travel itineraries can be adjusted in real time, optimizing a company’s ability to serve clients and customers and respond to opportunities.*

ビジネス航空により旅程を自由に変更し、顧客に仕え、商機をつかむ



## WARREN E. BUFFETT

CEO  
*Berkshire Hathaway, Inc.*

世界最大の持株会社で、CEOは世界五指に入る資産家

# GET FACE TO FACE

*“Berkshire has been better off by my having a plane available to do deals.”*

顔を合わせることに価値

**FACT:**

*Studies have repeatedly shown that companies using business aircraft reliably outperform similar companies that do not use business aircraft.*

ビジネス機を使用する企業は高い信頼をえている





## **DIERKS BENTLEY**

*Award-Winning Singer/Songwriter*

グラミー賞に幾度もノミネートされたカントリーミュージックのシンガーソングライター

# CONNECT WITH YOUR AUDIENCE

*“I fly to work,  
and I work to fly.”*

聴衆と共に

**FACT:**

*Business aviation supports many types of entrepreneurs  
and companies, across nearly all industries.*

ビジネス航空はあらゆる業界で活用されている



## **FREDERICK W. SMITH**

*Chairman and CEO  
FedEx Corporation*

# ENHANCE PRODUCTIVITY

*“Business aviation has been an integral part of FedEx’s success since the day we were founded. The military calls it a ‘force multiplier,’ and that’s what business aircraft have been for FedEx. They’ve given us the capability to fight above our weight, and with the enormous global network we have in place today, they allow our people to move around the world in a much more efficient and productive fashion than would have been the case had we not operated with business aircraft!”*

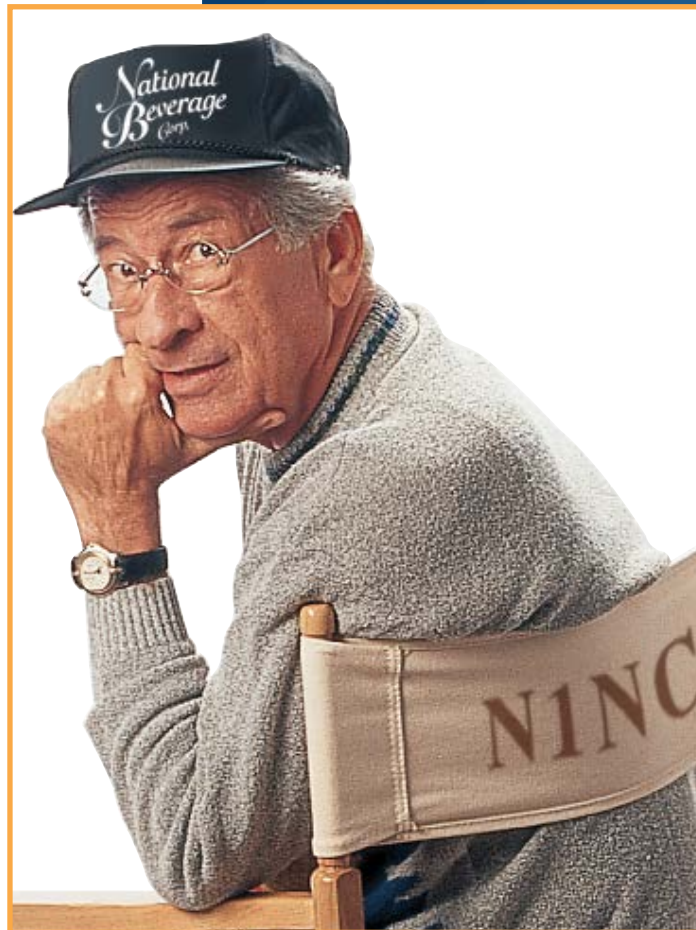
生産性の向上：  
創業当初からビジネス航空を利用しているフェデックスは、  
これなくして今日の成功はなかった

## FACT:

**Among Business Week/Interbrand’s “100 Best Brands,” 98 percent of the companies in the list are business aircraft users.**

ビジネスウィーク誌のブランド力企業100社の内、98%がビジネス機を使用





## NICK A. CAPORELLA

Chairman and CEO  
National Beverage Corp.  
Captain N1NC

全米第5位の飲料メーカー

# AIRPLANES CREATE...TIME

*“My life has been one, long, beautiful, max-performance takeoff into the early morning crystal-clear sky. I use my aircraft as a writer uses his imagination – beyond simply effective business tools, they are driving spirits and powerful motivators... symbols of energy that provide dynamic growth for me and my company. Flying has paid off for me in every aspect of my life and it keeps me forever challenged. I experience the ultimate satisfaction from my ability to make my aircraft talk to me!”*

時間に余裕が生まれる：  
ビジネス航空は創造と挑戦の源

## FACT:

**Among Fortune magazine’s “World’s Most Admired Companies,”  
95 percent are business aircraft users.**

フォーチュン誌で選ばれた好感度企業の95%がビジネス機を使用



## ANDREW C. TAYLOR

*Executive Chairman  
Enterprise Holdings*

エンタープライズなど3つのレンタカー会社の持株会社の2代目

# GO MULTIPLE PLACES IN A DAY

*“Enterprise is all about helping people and companies get where they need to go, when they need to get there. We are there for them, and business aviation is there for us. Using business aircraft allows us to visit three and four cities in a single day, and that’s just not possible with any other mode of transportation.”*

ビジネス機によって、1日に3～4都市を廻ることが可能：  
人々に移動の足を提供する会社にとって、ビジネス航空は会社の足である。

## **FACT:**

**Surveys have shown that many companies use a business airplane to fly mostly into small community airports not served by the airlines.**

多くの企業が、定期便が就航していない土地を訪れるのにビジネス機を利用している





## PETER M. HOLT

*Chairman and CEO*

*HOLT CAT*

*Spurs Sports & Entertainment*

米国最大の土木機械ディーラーであるとともに、プロバスケットチームを保有

# MAXIMIZE EFFICIENCY

*“Business aviation has been part of our lives for generations. Through the years, we have been fortunate to have the ability to not only save time for our family, but for our employees and customers by utilizing our airplanes efficiently. With business aviation, employees with our Caterpillar dealership can do business in three cities in one day. Our aim is to be part of business aviation in a manner that will be positive to our family and our companies.”*

効率を最大限に発揮：  
社有機を自身だけでなく、社員や顧客の時間のためにも活用

## FACT:

**Surveys have shown that employees very often use their time onboard company aircraft more effectively and productively than when they are on airline flights.**

従業員は、機内の時間をエアラインよりも有効に活用



## **JOE GORDER**

*CEO and President  
Valero Energy Corporation*

フォーチュン500に入る総合石油化学エネルギー企業

# HELP ALL EMPLOYEES SUCCEED

*“At Valero, the business airplane is a tool for our employees. We send teams of our people where they need to go quickly and efficiently.”*

社員の仕事の成功を支援：  
ビジネス機を従業員の輸送に活用

## FACT:

**Surveys have shown that the majority of the time, mid-level employees are the passengers aboard business aircraft.**

ビジネス機の飛行時間の大半は、中間層の従業員が使用





## **BAHRAM AKRADI**

*Chairman and CEO  
Life Time Fitness*

北米にフィットネスクラブを展開

# BE IN THE RIGHT PLACE AT THE RIGHT TIME

*“By allowing me to be in more places in less time, business aviation keeps Life Time Fitness a strong and healthy company.”*

適時適所適在

**FACT:**

*Studies have shown that average annual revenue growth is higher for companies using business aviation than for companies that do not use business aviation.*

ビジネス航空を利用する企業は、他に比べ年商の伸び率が大きい



## THOMAS KLEIN

*President  
Klein Tools, Inc.*

19世紀からの工具（特に電気通信関連）メーカーで、今も創業のKlein家が経営

# QUICKLY TURN IDEAS INTO ACTION

*“Operations within Klein  
Tools are made much more  
productive and efficient through  
our use of business aviation.”*

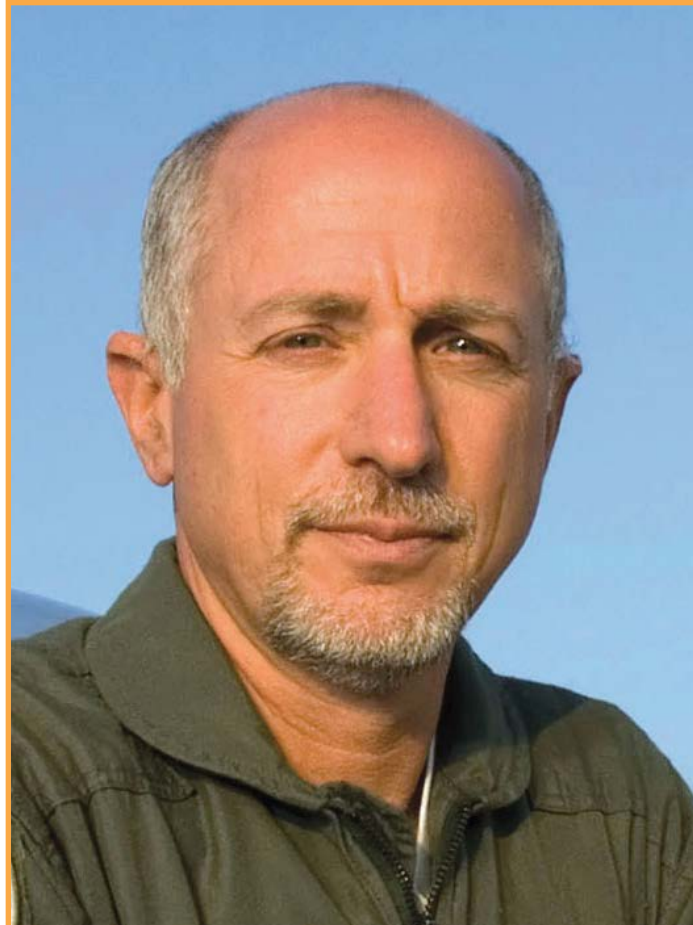
アイデアを直ぐ行動に

**FACT:**

*With business aircraft, employees can quickly make  
travel plans to pursue new ideas and potential markets.*

ビジネス機により、従業員は迅速に出張して新しいアイデアや潜在市場に接することができる





## **JIM HAGEDORN**

*Chief Executive Officer  
Scotts Miracle-Gro Company*

芝生および園芸市場の大手で世界で事業を展開。米国では各地に支社や研究所がある

# INCREASE FLEXIBILITY

*“When O.M. Scott founded our company in Marysville, OH in 1968, he sold his premium seeds to farmers across the rural Midwest. In the decades since the company’s founding, business aviation has given our employees the flexibility they need to reach new markets, explore new opportunities, and establish the Scotts Miracle-Gro Company as the most-recognized brand in the lawn and garden industry.”*

柔軟性：

ビジネス航空の利用により片田舎の地方企業から多国籍企業に成長

**FACT:**

**Among Fortune magazine’s “World’s Most Admired Companies,”  
95 percent are business aircraft users.**

フォーチュン誌選出の「世界の好感度企業」の95%がビジネス機を使用



## **DR. ED SCHWEITZER**

*President  
Schweitzer Engineering Laboratories*

発電送電設備のメーカーで、株式の100%を従業員が保有

# ENSURE SUCCESS COMPANYWIDE

*“All over the world, business aviation helps SEL make electric power safer, more reliable and more economical. Our company is 100-percent employee owned, and over 2,000 of our employee-owners have flown on SEL’s company planes.”*

成功の鍵：  
ビジネスジェットの利用により、安全で、信頼され、経済的な  
電力を全世界で供給

## FACT:

**Surveys have shown that the majority of the time, top company executives are not the people onboard business aircraft.**

ビジネス機の飛行時間の大半は役員以外の社員が利用している





## DAVID MACNEIL

*Founder and CEO  
WeatherTech*

カー用品メーカー

# MOVE PARTS AND EQUIPMENT

*“Business aviation has been an essential tool in helping to make WeatherTech a world-class brand. It has allowed me to move sensitive equipment in a timely fashion.”*

部品・資材を輸送：  
ビジネスジェットならば、精密部品でも直ぐに輸送が可能

## FACT:

**Business aircraft can be used to move parts and equipment that are too big to fit in an airliner's overhead bin, or too delicate to store in a cargo hold.**

エアラインの貨物室に預けることができない精密機器はビジネス機ならば携行できる



## **WILLIAM G. CRUTCHFIELD, JR.**

*Founder and CEO  
Crutchfield Electronics*

カーオーディオ/通信機器メーカー

# OPERATE FROM ANYWHERE

*“General aviation enables us to grow Crutchfield Electronics to better serve our customers.”*

何処にいても急行できる：  
顧客対応にビジネスジェットを活用

## **FACT:**

***With business aircraft, companies can be located in smaller towns, yet still reach clients and customers in larger markets.***

ビジネス航空により、地方都市から広い市場の顧客にアクセスが可能





## **BRIAN MCCOY**

CEO

*McCoy's Building Supply*

住宅建築資材を取り扱い

# INCREASE MOBILITY

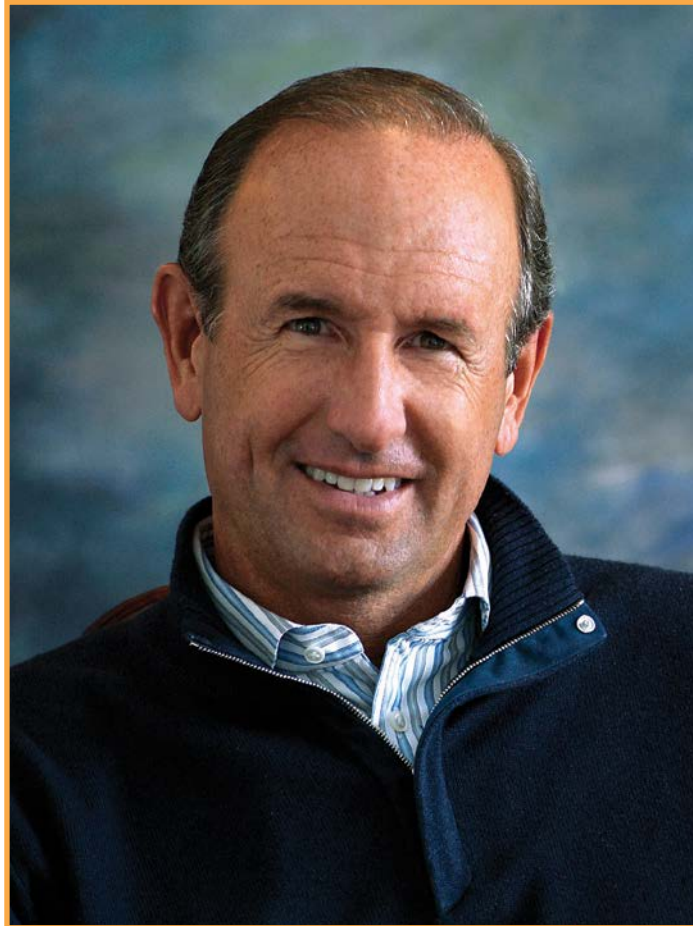
*“With 87 locations in five states, business aviation allows me to be face-to-face with team members and customers.”*

行動力：  
5州87箇所に展開する事務所員と顧客に直面

## FACT:

***Business aviation allows a company to strategically deploy employee teams to simultaneously meet competing demands at multiple locations.***

ビジネス航空により、複数の商談に社員を同時に戦略的に展開できる



## DICK DEVOS

*President  
Windquest Group*

投資顧問会社

# REDUCE TIME ON THE ROAD

*“Business aviation is magic  
when people and time  
count most.”*

交通渋滞の心配なし：  
ビジネスジェットは最大の人件費削減対策

**FACT:**

***With business aviation, employees can hold meetings  
in different cities one day and be back in the office the next day.***

ビジネス機により、従業員の複数都市への日帰り出張が可能





## **DR. MICHAEL GREGORY**

*Chairman  
Apogee Physicians*

患者第一をモットーとする医師・看護師のネットワーク

# ACCESS ANY TOWN, ANYTIME

*“Ours is not just an airplane.  
It is a lifeline to medically  
under-served communities  
that span four time zones.”*

何時でも何処へでも：  
ビジネス機で全米の医療体制が乏しい地域を医師団ネットワークがカバー

## **FACT:**

***Business aircraft are able to fly into thousands of airports  
in communities across the U.S.***

ビジネス機は米国内にある幾千もの飛行場に行ける



## **JOE F. SANDERSON**

*Chairman and CEO  
Sanderson Farms*

全米第3位の鶏肉加工業

# HELP KEY EMPLOYEES REACH KEY LOCATIONS

*“For Sanderson Farms, business aviation provides quick and efficient access to our locations so we can provide the hands-on management our industry demands.”*

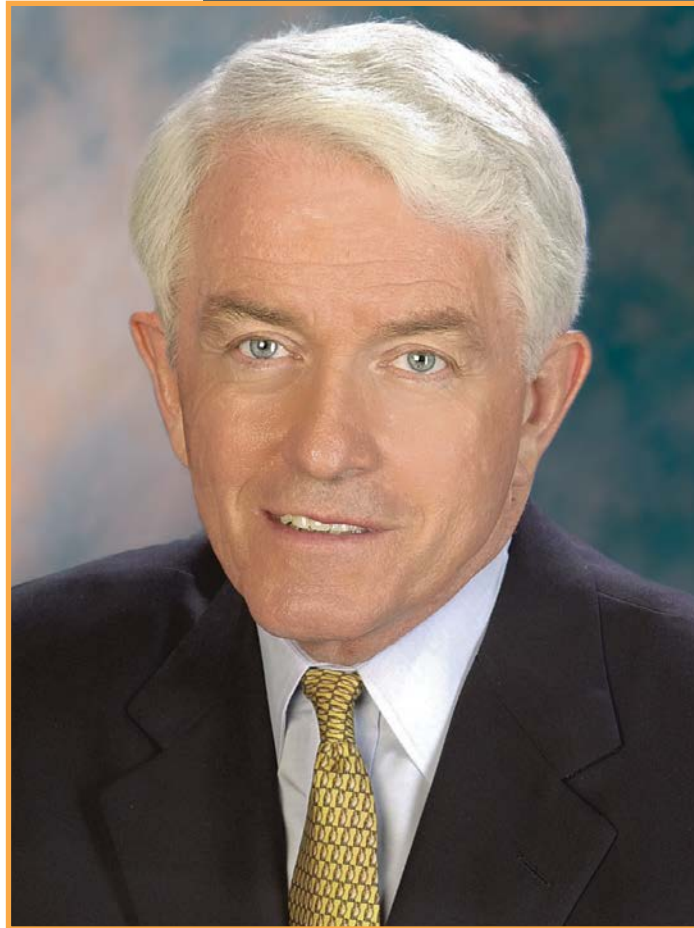
幹部が現場に急行：  
ビジネスジェットで幹部が直接指示

**FACT:**

***With business aviation, teams of managers can travel from headquarters to distant facilities for on-site decision-making.***

ビジネス航空により、本社から遠く離れた現場での意思決定が可能





## THOMAS J. DONOHUE

*President and CEO  
U.S. Chamber of Commerce*

米国商工会議所

# CONNECT COMPANIES & COMMUNITIES ALIKE

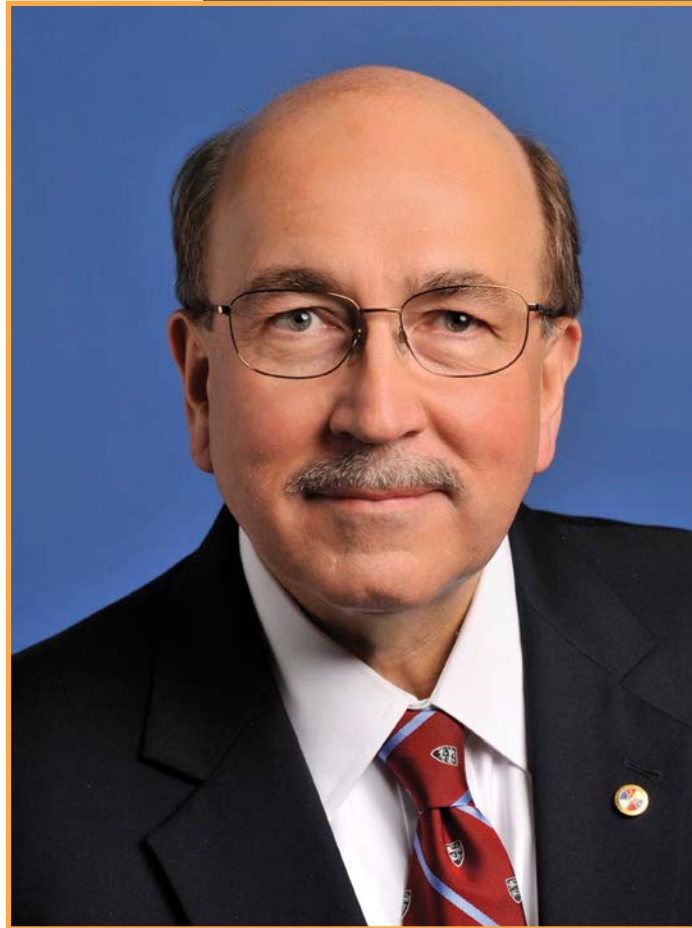
*“Business aviation is an important transportation tool for small, medium and large organizations all across the United States. It helps companies and communities everywhere connect and compete at the speed of business.”*

企業と地元を結ぶ：  
ビジネスジェットの色で全米の企業と地元を繋げる

## FACT:

*The average business aircraft passenger has taken 15 business trips in the past six months that involved travel by air.*

ビジネス航空の利用者は、平均で半年に15回利用



## **R. THOMAS BUFFENBARGER**

*International President  
International Association of Machinists and  
Aerospace Workers*

国際機械工・航空宇宙産業労働者組合

# EFFECTIVELY MANAGE A WIDESPREAD OPERATION

*“In any organization, it’s always important for the leadership to meet personally with employees – when you have an international organization with 700,000 members, that can be a challenge. That’s where business aviation comes in – our union’s airplane has helped its leadership get in front of members in every U.S. state, Canadian province and 25 countries beyond. That kind of ability to manage our organization is critical to its success, today and in building toward the future.”*

世界に広がる組織を統率：  
組合幹部がビジネスジェットで世界の労働者と直接対話

## FACT:

***A business airplane can allow employees to quickly meet with people in company facilities that are located many hours’ drive from one another.***

労働組合も、ビジネス機により遠く離れた事業所の組合員と会話が可能







“ Business aviation is an essential American industry – one that creates jobs, fosters economic development, provides a transportation lifeline for towns across the U.S. and helps people and communities in crisis.

Equally important, business aviation enables companies of all sizes to be more nimble and competitive. It saves time, increases productivity, provides flexibility and helps companies reach for new opportunities.

In short, a business aircraft is the sign of a well-run, forward-thinking company. It’s no wonder, then, that the vast majority of the most innovative, recognized and admired companies use business aviation.

NBAA thanks the leaders who appeared in this publication. ”

ビジネス航空は雇用を生み出し、経済を発展させ、生命線である輸送手段を全米津々浦々まで提供し、災害時には人命を救い情報を伝達する、米国の産業にとって欠かせないものです。同時にビジネス航空は、会社の規模に関わりなく、その速攻性と競争力を高め、時間を節約し、生産性を向上させ、柔軟な意思決定をもたらし、新たな商機を掴む上で重要な役割を果たします。ビジネス航空を利用することは、その会社の業績が好調で、前向きな思考をしていることの証です。革新的で、世間から認められ、崇められる企業の大半がビジネス航空を利用していることは決して偶然ではありません。本冊子に寄稿下さったビジネスリーダーの皆様には謝意を表します。



NBAA会長 Ed Bolen



**NO PLANE NO GAIN**