



IMPRESSIVE GROWTH, DEVELOPMENT OF NEW PROJECTS, EXPERTISE AND GOODWILL - INTERVIEW WITH SIR JORGE COLINDRES MARINAKIS AT EBACE 2025

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A pioneer in the field with more than thirty years of diverse aviation experience. An incredible mindset that is helping to educate the upcoming generation of aviation professionals. visionary approach and ongoing development of new ideas and activities. I assume that practically everyone has already guessed that person's name. Yes, we are talking about. Sir Jorge Colindres Marinakis. The annual gathering at EBACE turns into a tradition. to talk about the most recent findings, business aviation sector trends, and difficulties. Every year, the Registry of Aruba team's welcome leaves me impressed. I'm grateful for this. "Punctuality is the politeness of kings." I entirely agree with that. Pleasure to share the essential of our exchange with Sir Jorge Colindres Marinakis during EBACE 2025:

T.O. Pleasure to see you one year later. A bit different way, but the important point we both are present for this discussion. Tell me, how did you spend the year since last EBACE ? Biggest achievements and something you started to work on, what you will continue? Well, the year since last EBACE a lot of things have happened.

J.C.M. It's always a pleasure to discuss with you. It's always the case, exactly. We were quite busy and I would even say hyperactive. We signed a couple new MOUs with other countries to develop the aircraft registry. We were able to sign with a Central Asian country to develop the first aircraft registry in Central Asia. Also, we chose in the process of signing a new MOU with an African country to develop the first African registry as well. So it's been extremely active. A lot of traveling, two or three times more than before. It appears that my children do not want me to retire. I suppose I'll keep going till I'm maybe eighty years old. Perhaps even longer. However, I believe this year has been outstanding. The fleet was doubled in size. the expansion of the San Marino Aircraft Registry and the Aruba Registry. San Marino expanded by over 70%. Aruba expanded by 49%. It is really busy, as you can see. There have been some difficulties for us. Getting good individuals has been difficult, you know. It's challenging. Young people don't seem to want to dedicate themselves to their jobs. And we're all facing a problem. As a result, many elderly persons who were meant to retire continue to be active. And everyone, myself included, seems to like it.

T.O. The growth figures, as you say, are simply astounding. What is the secret?

J.C.M. Actually, there is no secret. People believe that we are in the aircraft registration industry. We're not. Our business is to create experiences. You know, the client will remember us if we perform a good job. Since anyone can get to their plane. Our task is to remind everyone in the offices that I am not their boss. My son is not your boss; The client is your boss. Rent, salary, and insurance are all paid for by the client. Therefore, we must look after the client. It's really easy, you know; service is the only secret. The business will expand if you provide excellent customer service and are dedicated to the enterprise.

T.O. How do you teach younger generation? The primary issue I've noticed in recent years: young people are entering the field under the impression that business aviation is a glamorous field where they will excel and earn a big salary without having to do much work. They want to be paid but don't want to work, thus they won't work as much as the previous ones did. So, how do you handle that problem?

J.C.M. Dealing with this issue is slightly contentious and involves several factors. One factor is upbringing, which comes from your home and your basic values. The younger generation want to quickly distance themselves. I believe is incorrect because they live in a fantasy world. In the end, loyalty is very short-lived; actually, it means being loyal to your dreams rather than to yourself. Many people find it difficult to clarify the difference between reality and dreams, so we always encourage the younger generations to understand this. Value for money is what everyone wants, and if you don't provide it, they won't stick with you. It's like this in any scenario, not just in business, and you have to deliver in some way. Some people demand an immediate outcome because they are not ready to commit to a career or anything else. However, it's not logical to operate in such manner. It won't last. I understand how you feel, and I agree with you that instant gratification is great, but what comes next? That's why they keep trying. Some of them succeed; there are admirable success stories. However, some of them try and burn out. For this reason, I believe that being loyal means pursuing your goals. Don't confine yourself to your imagination. You must be a complete person and know exactly what you want.

T.O. An easy question - it seems that this year's EBACE will be quite different, what do you think ?

J.C.M. It's sad to realize that everything has an end. It takes a while. They should have anticipated that, in my opinion, and they did not actually take the necessary steps. And that's one of the things that I'm saying being loyal. Not traveling to Geneva is something that saddens me. Yes, it was an annual convention for the entire industry, and we were getting ready year after year. Now we will be left without it. So, hopefully they have something to come up with. Aruba Registry, which has a significant presence in the Middle East, is returning to Dubai this year. Therefore, there are industry-wide meetings. Still, it is sad for EBACE.

T.O. It was the 15th EBACE for me. My children grow up watching their mother travel to Geneva for EBACE every year. Now, everything will be different. Another question - do you believe that the general public is more "accepting" of the business aviation sector? Do you believe we are successful in transmitting the notion that we are the industry that is truly innovating and decarbonizing the most?

J.C.M. Yes and no, I would say. The business aviation sector is highly valued in the northern regions of the world. For whatever reason, Europe has gone too far and hasn't really recognized the worth. It's a business tool that genuinely makes people's jobs easier. For instance, a CEO of a major corporation may need to travel to Germany for a meeting. It would take a long time if he were to take a commercial airplane. However, he can attend many other meetings in other countries on the same day if needed, and the trip and overall travel time are minimal if he uses a private plane. Business aviation offers alternatives. It is, after all, a job creator and an instrument for the expansion of many businesses. Business aviation creates jobs, simple example - maintenance, fuelling, and catering.

T.O. Thank you very much for your time! I'm hoping we'll meet next year on a new EBACE next year; perhaps it will be a pleasant surprise. I have a sneaking suspicion that you will bring something intriguing, so please keep me updated.

J.C.M. Indeed, that is the only thing we can hope for. You'll have full disclosure as soon as I can share our news with you. We really appreciate you coming to see us. Thank you very much!

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