

## **Aviareto User Survey**

November 2019

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Research Background & Objectives

• The International Registry of Mobile Assets was launched in March 2006.

 Once established, it was decided to conduct a User Establishment Survey during May 2007, the objectives of which were:

- To understand how different features and usability levels were rated, and relative importance of each.
- To understand Users' priorities for updating the Registry features.
- To understand what the perception was as to the cost of usage versus its worth to their organisation.
- To initiate a repeatable annual benchmark survey.
- Having addressed the key issues emerging from the 2007 exercise, it was decided to repeat the survey every year with a view to assessing the state of play year on year.



#### Research Methodology





Online survey of Registry users, by way of structured questionnaire.

Potential respondents initially contacted by Aviareto, with survey rationale explained.



The Questionnaire mailed to total contact sample of 2754 users.

All aspects of the study was conducted in compliance with the technical and ethical standards stipulated by the European Society of Opinion and Market Research (ESOMAR). All data was anonymised in line with Data Protection regulations and B&A ISO 27001 Information Security Management system.



Total achieved sample of **254** users (285 users in 2018, 318 users in 2017, 335 users in 2016, 317 users in 2015, 352 users in 2014, 345 users in 2013, 349 users in 2012, 402 users in 2011, 356 users in 2010, 371 in 2009, 308 in 2008; 339 in 2007), representing a response rate of 9.2% - at the upper end of response rates for a survey of this nature.

The interviews were completed in English, Spanish and French.

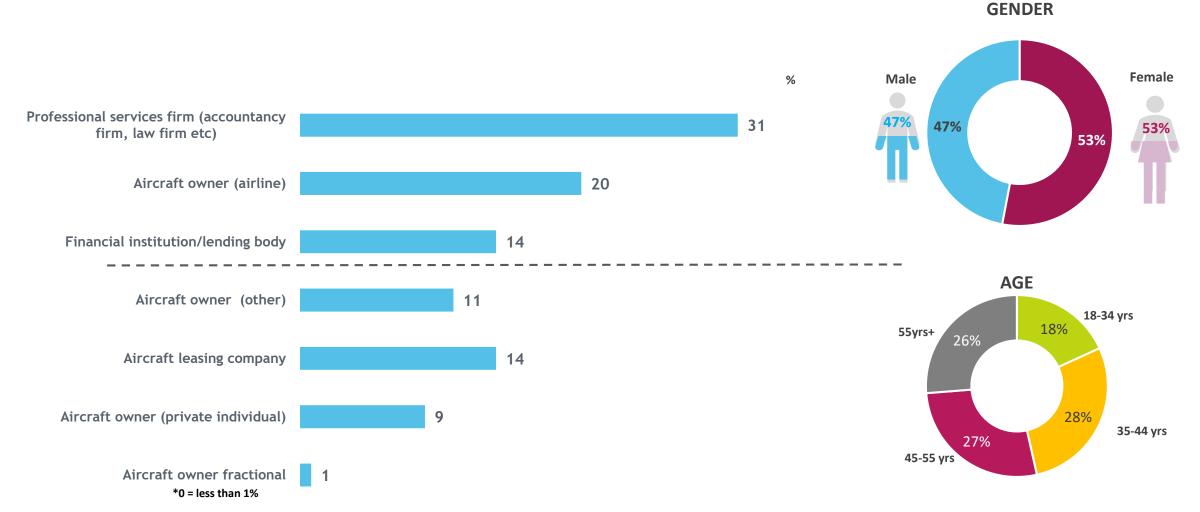


Fieldwork for the project took place between 16<sup>th</sup> October – 18<sup>th</sup> November, 2019. An incentive offered for the first time in 2009 (3 x draws for \$250 Amazon voucher), and each year since then.

## Sample Profile 2019



Base: All Users N - 254



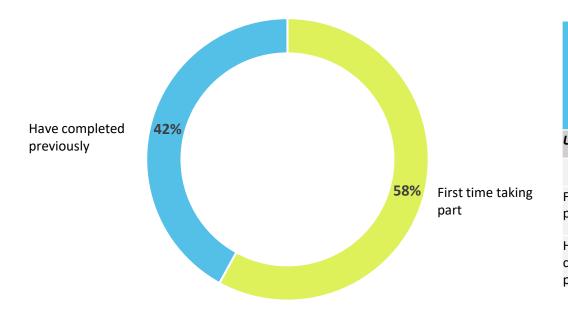
Three in ten of the user sample base is from professional services firms, with 40% aircraft owners of some type.



### Sample Profile 2019

Base: All Users N - 254





	Ger	nder		Age				Orga	nisation				what are you based?
	Male	Female	18-44	45-54 yrs	55 yrs +	Airline	Private	Owner	Lease compa ny	Fin inst.	Prof firm	United States (USA)	Others
UNWTD	119	135	118	69	67	51	24	29	35	36	79	89	165
	%	%	%	%	%	%	%	%	%	%	%	%	%
First time taking part	63	53	67	46	54	63	75	59	57	42	57	55	59
Have completed previously	37	47	33	54	46	37	25	41	43	58	43	45	41

Just under 6 in 10 respondents were first-time participants in the survey in 2019 – with these "first-timers" more likely to be male, younger (18-44 years) and located outside the U.S.



## **Sample Profile Comparison**



Base: All Users N - 254

						١	Previou	s Wave	S				
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
	%	%	%	%	%	%	%	%	%	%	%	%	%
Professional services firm	31	32	30	32	35	29	30	26	24	27	28	29	17
Aircraft owner (airline)	20	19	18	18	15	12	15	13	12	8	11	9	7
Financial/lending institution	14	17	18	14	16	18	17	20	23	21	19	17	17
Other aircraft owner	11	13	17	17	13	20	17	21	18	19	19	23	32
Aircraft leasing company	14	9	10	12	13	12	12	11	12	13	8	8	8
Aircraft owner (private individual)	9	9	7	7	8	9	8	8	10	10	13	14	18
Aircraft owner fractional	1	0	1	1	1	1	2	1	1	2	2	n/a	n/a

The profile of user type is in line with that of last year's sample, albeit with an increase in the percentage of aircraft leasing companies this year (14%) versus last year (9%).





### Sample Profile 2019



Base: All Users N - 254

						F	Previou	s Wave	S				
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Gender	%		%	%	%	%	%	%	%	%	%	%	%
Male	47	51	53	49	47	50	48	50	50	50	47	44	63
Female	53	49	47	51	53	50	52	50	50	50	53	55	37
Age	%	%	%	%	%	%	%	%	%	%	%	%	%
18-34	18	16	20	25	24	23	20	19	20	20	19	17	13
35-44	28	30	24	27	28	27	30	30	28	28	29	24	22
45-55	27	30	29	27	26	26	29	29	31	31	32	32	39
55+	26	24	27	20	22	24	21	22	22	22	21	26	26

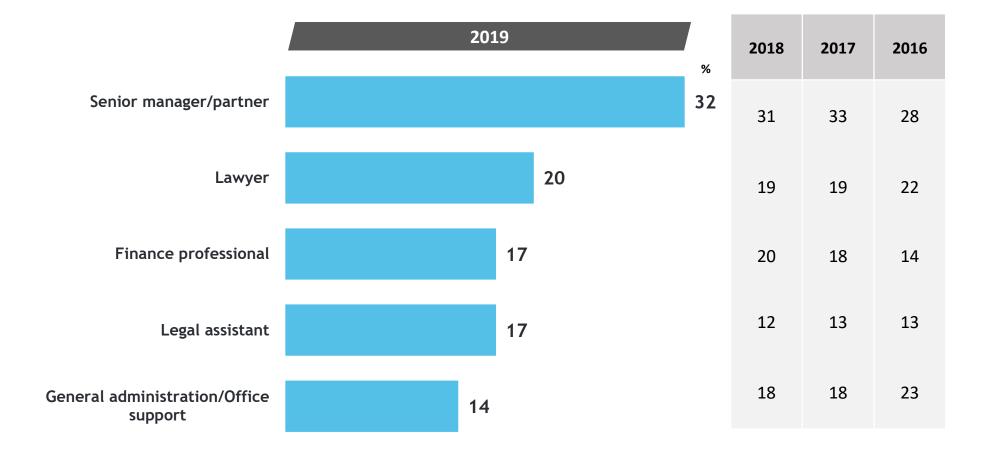
With users marginally skewed towards females, 55% of the 2019 sample is aged 35-55 years, compared to 60% aged 35-55 years in 2018.



#### Sample Profile 2019

Base: All Users N - 254





The users' role in their organisation is very similar to that registered in 2018, with more legal assistants (17%) this year than last year (12%).

## Sample Profile 2019 - Social Media Usage

Base: All Users N - 254



				To	otal					2019			
				10	lai				Ge	nder		Age	
	2019	2018	2017	2016	2015	2014	2013	2012	Male	Female	18-44	45-54	55+
Base:	254	285	318	335	317	352	345	349	145	140	131	86	68
	%	%	%	%	%	%	%	%	%	%	%	%	%
Facebook	47	55	56	60	58	54	57	52	36	57	53	49	34
Linkedin	53	55	57	59	54	53	48	43	49	57	64	39	48
Twitter	17	17	20	19	16	16	18	16	14	19	20	14	13
Other	11	10	8	9	5	6	4	4	7	15	14	14	1
None	28	21	22	20	20	24	27	32	36	20	17	33	40
Any Facebook/ Linkedin	67	76	75	77	79	73	70	66	58	76	75	62	58
Any Facebook/Linke din/Twitter	72	79	78	80	80	76	73	68	64	80	83	67	60

There has been a steady decline in use of Facebook since 2016, with a majority continuing to use Linkedin

#### Sample Profile 2019 - Social Media Usage

Base: All Users N - 254



				Organ	isation			Role in the organisation								
	Total	Airline owners	Private owners	Other Owner	Lease company	Fin inst.	Prof firm	Senior manager/ partner	Law	Finance profession al	General					
Base:	254	51	24	29	35	36	79	81	95	43	35					
	%	%	%	%	%	%	%	%	%	%	%					
Facebook	47	41	25	52	46	61	51	35	52	49	63					
Linkedin	53	45	29	52	60	67	57	54	58	49	43					
Twitter	17	14	4	17	17	19	22	10	22	14	23					
Other	11	12	4	3	20	-	16	5	19	2	14					
None	28	29	63	31	26	22	18	33	20	35	26					

Use of Linkedin is particularly high amongst lease companies and finance institutions.

#### Sample Profile 2019 Frequency of Usage



Base: All Users N - 254

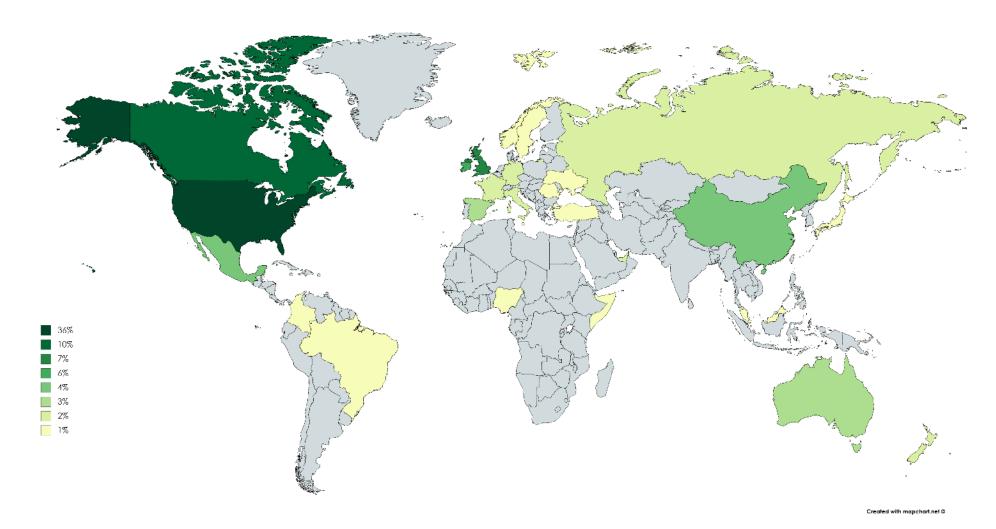
	То	tal	Ger	nder		Age				Organis	sation			Ro	le in the	organisation	
	2019	2018	Male	Female	18-44	45-54 yrs	55 yrs +	Airline owners	Private owners	Other Owner	Lease company	Fin inst.	Prof firm	Senior manager/ partner	Law	Finance profess ional	General
Base:	254	285	119	135	118	69	67	51	24	29	35	36	79	81	95	43	<b>35</b>
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Never	2	-	4	-	2	3	1	6	4	3	-	-	-	6	-	-	-
Once a year	30	33	36	25	25	33	37	24	75	66	14	28	16	41	16	26	51
Once a month	38	39	39	37	36	39	39	49	21	24	49	39	35	36	37	51	29
Once a week	19	15	15	22	25	17	10	20	-	3	23	25	25	11	26	16	20
Once a day	5	5	2	8	7	1	6	-	-	-	9	6	10	4	8	5	-
More than once a day	6	8	4	7	6	6	6	2	-	3	6	3	13	2	13	2	-

11% of all Registry users use the system at least once a day, with 68% accessing it at least once a month. This monthly+ figure is on a par with the 67% recorded in last year's sample.

## Sample Profile 2019

Base: All Users N - 254



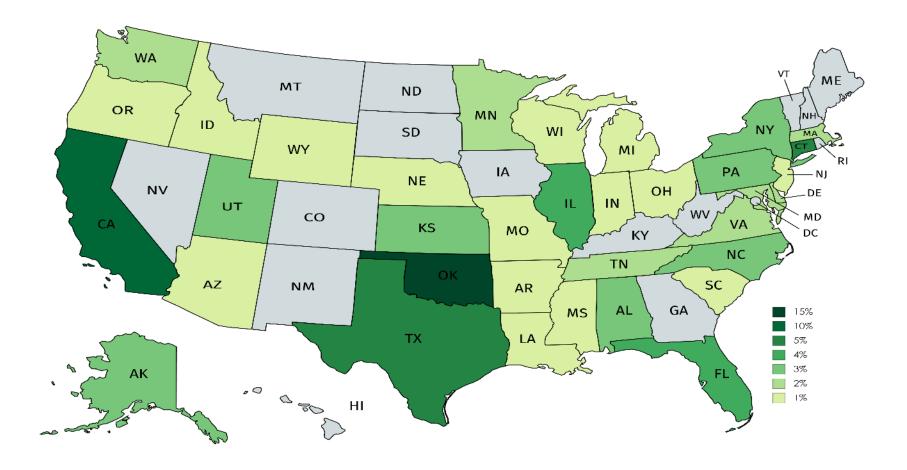


	2019	2018
United States (USA)	36	39
Canada	10	9
United Kingdom	7	9
Ireland (Republic)	6	6
China	4	2
Mexico	4	3
Australia	3	2
Spain	3	2
France	2	2
Germany	2	2
Italy	2	1
Luxembourg	2	2
New Zealand	2	3
Russian Federation	2	1
United Arab Emirates	2	3
Brazil	1	1
Colombia	1	-
Japan	1	2
Kenya	1	1
Malaysia	1	1
Malta	1	-
Nigeria	1	-
Norway	1	-
Romania	1	1
Singapore	1	1
Sweden	1	1
Turkey	1	-
Ukraine	1	-

The downward trend in users based in the USA continues, and now stands at 36% (39% in 2018, 41% in 2017, 44% in 2016 and 49% in 2015).

## Sample Profile 2019





2019	2018
15	19
10	12
5	2
5	7
4	7
4	6
3	2
3	1
3	4
3	4
3	-
3	1
3	2
2	1
2	-
2	2
2	3
2	1
2	1
2	4
1	2
1	1
1	1
1	2
1	2
1	-
1	-
1	3
1	-
1	2
1	1
1	3
1	-
1	1
1	1
	15 10 5 5 4 4 3 3 3 3 3 3 2 2 2 2 2 2 2 2 2 1 1 1 1 1

Created with mapchart.net ®



#### Key Service Aspects: Relative Contribution Towards Worth Of **Registry To Business**



(Pearson's Correlations) 2019



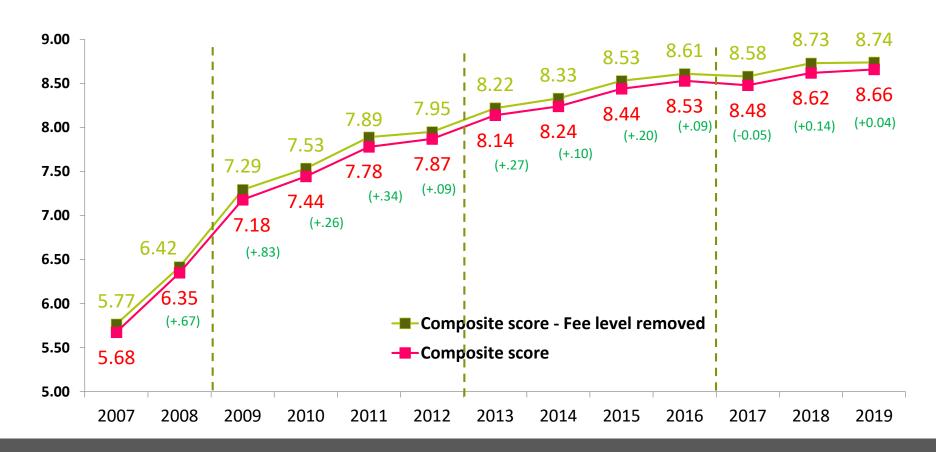
The fit of Registry with business functionality is the second most important definer of the perceived worth of the Registry, with its ease of use now the single most important driver. Reliability of technical aspects of the Registry, level of fee charged and speed of refunds are also key.



#### Overall Weighted Registry Experience Rating

Base: All Users N - 254



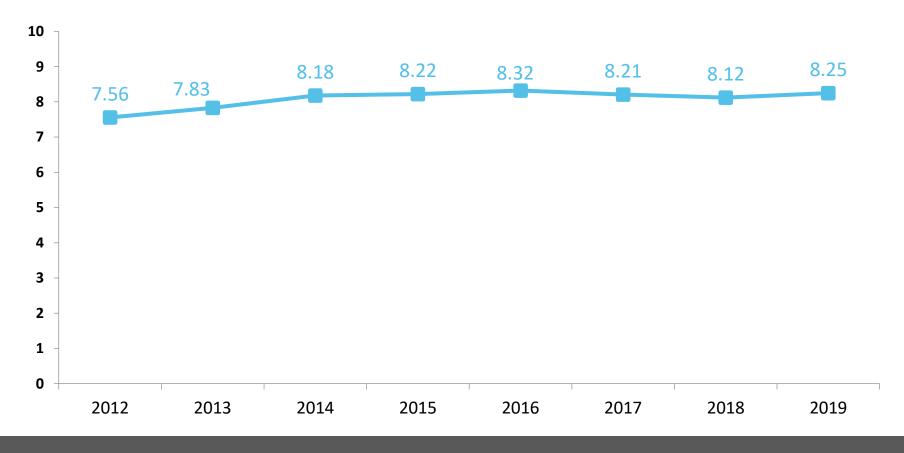


The overall weighted Registry experience rating has inched up this year to a remarkably high score of 8.74 out of a possible 10. As has been noted on previous surveys, this is an extremely high score for any B2B service, most of which struggle to reach the 8.0 mark.

## Overall Satisfaction with the Registry - Summary

Base: All Users N - 254



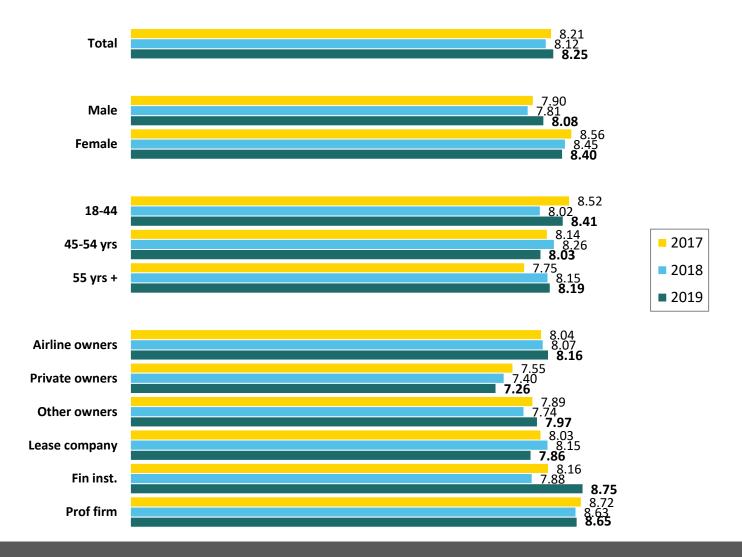


The Registry's overall satisfaction rating also continues to exceed 8 out of 10.

#### Overall Satisfaction with the Registry x Demographics



Base: All Users N - 254



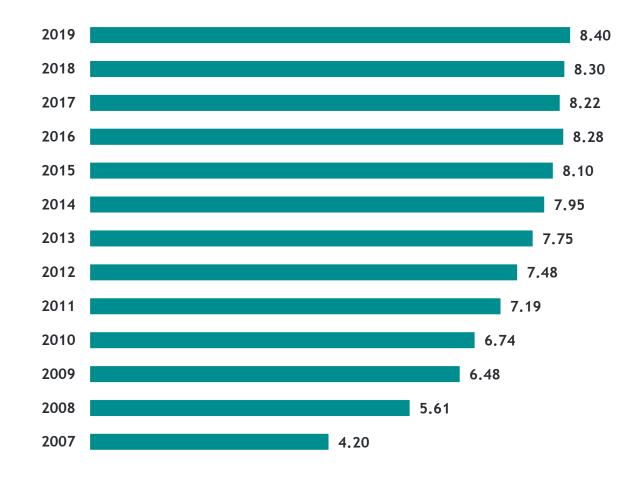
The rating has improved most amongst male users, 18-44 year olds, finance institutions and 'other' aircraft owners.



## Overall worth of registry to business: Ten point Rating Scale



Base: All Users N - 254



The perceived worth of the Registry to users business remains extremely high – with limited scope for further significant improvements beyond 8.4 out of 10.



#### **Overall Performance Rating (10 Point Scale)**



Significant increase: 2019-2018
Significant decrease: 2019-2018

Most Important					Mean P	erformand	e Rating				
wost important	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Overall ease of use of the Registry.	7.91	7.8	7.73	8	7.88	7.43	7.26	6.89	7.01	6.64	6.52
The degree to which the functionality of the Registry fits with the way your business functions.	7.93	8.12	7.94	8.06	7.88	7.75	7.46	7.18	7.12	6.7	6.42
Speed of refunds	8.95	8.83	8.56	8.52	8.42	8.39	8.17	7.74	8.14	7.01	6.69
Reliability of technical aspects of the Registry.	8.53	8.38	8.23	8.46	8.42	8.28	7.79	7.79	7.89	7.3	7.22
Level of fee charged.	7.78	7.59	7.42	7.65	7.48	7.31	7.15	6.79	6.64	5.51	6.18
Speed of Registry during use.	8.46	8.26	8.2	8.31	8.23	8.16	7.9	7.59	7.73	7.17	7.1
Availability of Registry Officials	9.17	8.86	8.95	8.95	8.86	8.57	8.38	8.02	8.08	7.64	7.41
Technical knowledge of Registry Officials regarding the Registry	9.00	9.01	8.92	8.95	8.91	8.69	8.57	8.38	8.4	8.2	7.86
Quality of information sent to you from the Registry Officials	9.19	8.99	8.99	8.98	8.84	8.72	8.47	8.29	8.32	8.11	7.93
Speed of approval for new Administrators/Users	9.05	8.98	8.93	8.91	8.64	8.42	8.36	8.17	8.27	8.09	7.92
Efficiency of resolution of queries by Registry Officials	9.13	9.11	8.95	8.93	8.88	8.63	8.44	8.23	8.06	7.82	7.61
Registry Officials' language skills	9.35	9.27	9.24	9.27	9.25	9.04	8.95	8.91	8.96	8.76	8.73
Efficiency of credit card transactions.	9.10	8.88	9.02	9.06	9.04	8.91	8.77	8.32	8.48	8.22	8.28

Performance satisfaction has improved most notably in relation to availability of officials, speed of Registry, level of fee, quality of information sent, and efficiency of card transactions



#### **Overall Performance Rating (10 Point Scale)**

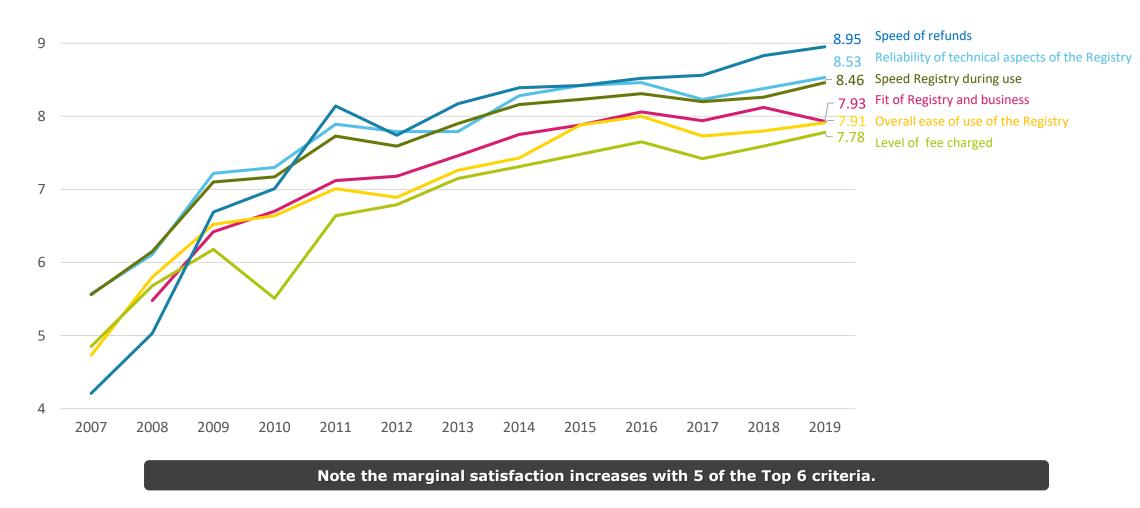


	Mean Performance Rating 2019 2018 2017 2016 2015 2019 20			%	Scor	ing 1	-2			%	Scor	ing 9-	10			%	of No	Opini	on		YOY				
	2019	2018	2017	2016	2015	2019	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	2019	2018	2017	2016	2015	2014	CHANGE
MOST IMPORTANT																									2019 vs 2018
Overall ease of use of the Registry	7.91	7.8	7.73	8	7.88	7.43	4	4	6	2	3	5	44	44	45	47	45	37	0	-	1	1	1	1	+0.11
Fit of Registry and business functionality	7.93	8.12	7.94	8.06	7.88	7.75	3	2	6	5	2	3	47	52	51	49	46	41	2	2	5	2	5	5	-0.19
Speed of refunds	8.95	8.83	8.56	8.52	8.42	8.39	0	0	0	0	0	1	36	34	19	20	20	19	51	49	67	69	65	64	+0.12
Reliability of technical aspects of the Registry	8.53	8.38	8.23	8.46	8.42	8.28	0	2	2	2	1	1	54	54	48	53	54	45	9	7	9	9	8	12	+0.15
Level of fee charged	7.78	7.59	7.42	7.65	7.48	7.31	1	2	4	2	2	5	39	37	33	36	33	33	8	6	9	6	7	5	+0.19
Speed of registry during use	8.46	8.26	8.2	8.31	8.23	8.16	2	3	3	3	1	2	60	55	52	53	52	48	1	0	1	1	2	2	+0.20
Availability of Registry Officials	9.17	8.86	8.95	8.95	8.86	8.57	0	2	0	0	0	1	76	71	65	67	68	58	3	5	8	7	5	7	+0.31
Technical knowledge of Registry Officials regarding the Registry	9.00	9.01	8.92	8.95	8.91	8.69	0	2	0	0	0	1	70	70	63	63	66	58	5	6	12	11	6	11	-0.01
Quality of information sent to you by the Registry Officials	9.19	8.99	8.99	8.98	8.84	8.72	0	0	1	1	1	1	73	71	68	71	67	61	7	2	7	4	3	5	+0.20
Speed of approval for new Administrators/Users	9.05	8.98	8.93	8.91	8.64	8.42	1	0	0	0	1	2	68	66	59	65	56	50	10	9	16	10	12	14	+0.07
Efficiency of resolution of queries by Registry Officials	9.13	9.11	8.95	8.93	8.88	8.63	1	1	0	0	0	2	76	74	68	68	66	59	4	6	8	6	4	6	+0.02
Registry Officials language skills	9.35	9.27	9.24	9.27	9.25	9.04	0	0	0	0	0	0	75	75	70	72	75	66	8	9	14	14	10	11	+0.08
Efficiency of credit card transactions	9.10	8.88	9.02	9.06	9.04	8.91	1	1	1	0	1	1	70	67	71	70	69	64	8	7	9	8	10	9	+0.22
LEAST IMPORTANT																									

Overall, levels of satisfaction with all aspects remain very high – although satisfaction with business functionality fit has decreased insignificantly.

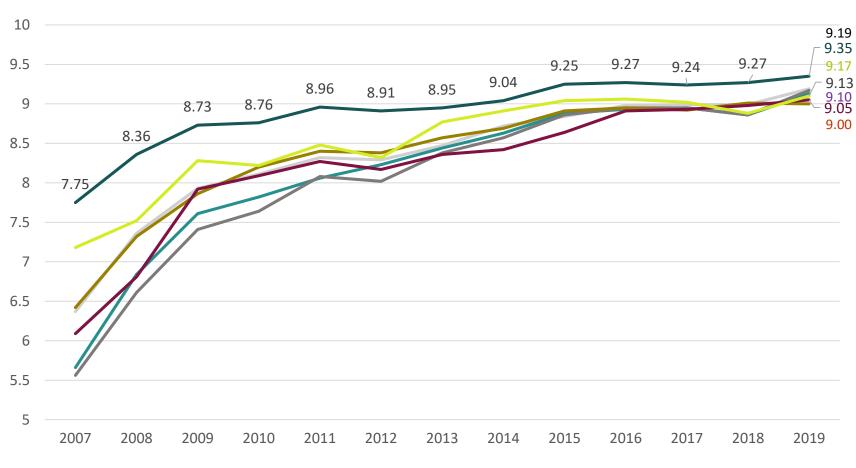
## BIA

#### Overall Performance Rating (Ten Point Scale) – Top 6 Criteria



#### **Overall Performance Rating (Ten Point Scale) – Remaining Aspects**





9.19 R.O. language skills
9.35 Quality of information from RO
9.17 Availability of Registry Officials
9.13 Efficiency of resolution of queries
9.10 Efficiency of credit card transactions
9.05 Speed of approval for new Admin/Users
Technical knowledge of Registry Officials

Note the marginal satisfaction increases with 5 of the Top 6 criteria.

#### **Satisfaction With The Registry x Key User Groupings**

#### **Ten Point Rating Scale**

Base: All Users N - 254



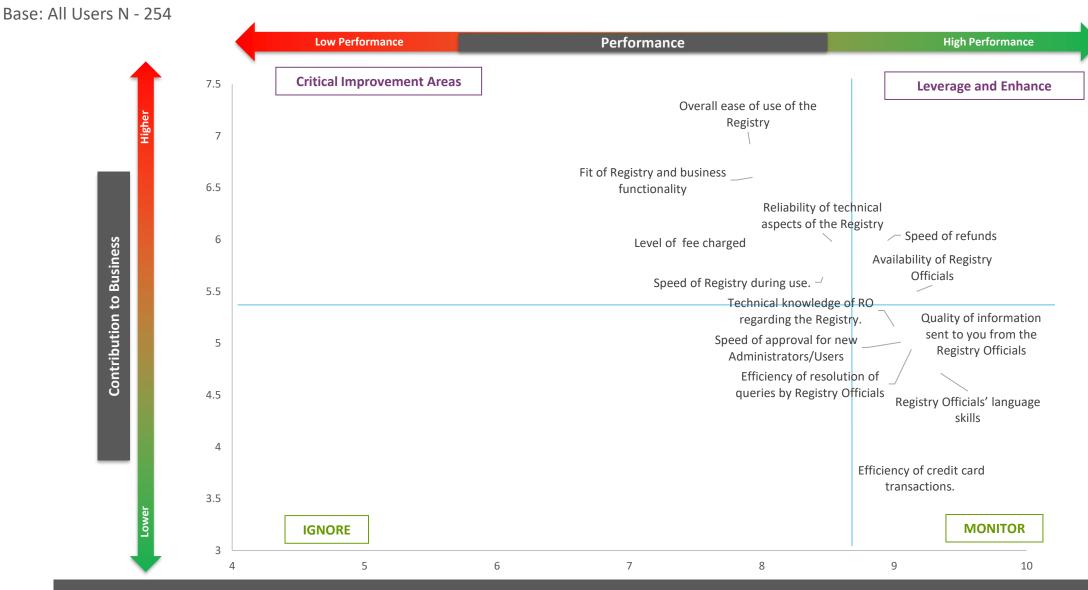
		Ge	nder		Age				Organ	isation		
	Total	Male	Female	18-44	45-54 yrs	55 yrs +	Airline owners	Private owners	Other Owner	Lease company	Fin inst.	Prof firm
Overall ease of use of the Registry	7.91	7.56	8.22	7.97	7.75	7.97	7.57	7.52	7.00	7.97	8.50	8.28
Fit of Registry and business functionality	7.93	7.71	8.12	7.96	8.04	7.76	7.60	7.36	7.90	7.97	8.00	8.26
Speed of refunds	8.95	8.63	9.22	9.10	8.56	9.06	8.44	8.17	9.36	8.44	9.55	9.14
Reliability of technical aspects of the Registry	8.53	8.36	8.66	8.55	8.47	8.55	8.44	8.14	8.57	8.39	8.71	8.65
Level of fee charged	7.78	7.35	8.18	7.86	7.66	7.77	7.24	8.05	7.56	7.15	8.10	8.33
Speed of registry during use	8.46	8.11	8.76	8.34	8.42	8.70	7.96	8.41	8.55	8.41	8.83	8.61
Availability of Registry Officials	9.17	9.08	9.25	9.22	8.85	9.42	8.98	9.05	8.96	8.94	9.53	9.33
Technical knowledge of Registry Officials regarding the Registry	9.00	8.77	9.19	9.03	8.91	9.05	8.79	8.65	8.82	8.49	9.58	9.25
Quality of information sent to you by the Registry Officials	9.19	9.01	9.35	9.30	9.08	9.11	8.81	9.20	9.07	8.97	9.40	9.48
Speed of approval for new Administrators/Users	9.05	8.74	9.33	9.01	8.92	9.27	8.64	9.24	9.08	8.88	9.24	9.23
Efficiency of resolution of queries by Registry Officials	9.13	8.89	9.34	9.24	8.88	9.20	8.94	8.95	8.83	8.69	9.60	9.41
Registry Officials language skills	9.35	9.15	9.52	9.40	9.19	9.41	8.82	9.24	9.56	9.38	9.42	9.57
Efficiency of credit card transactions	9.10	8.90	9.28	9.10	9.08	9.14	8.87	9.00	9.36	8.94	9.68	9.04
Overall worth of the Registry to my organisation/business.	8.40	7.90	8.86	8.66	8.00	8.37	7.80	6.90	7.55	8.97	8.97	9.01

In general, satisfaction is highest amongst females, as well as amongst professional firms, lease companies and financial institutions.



#### **Aviareto: Strategic Performance Matrix 2019**



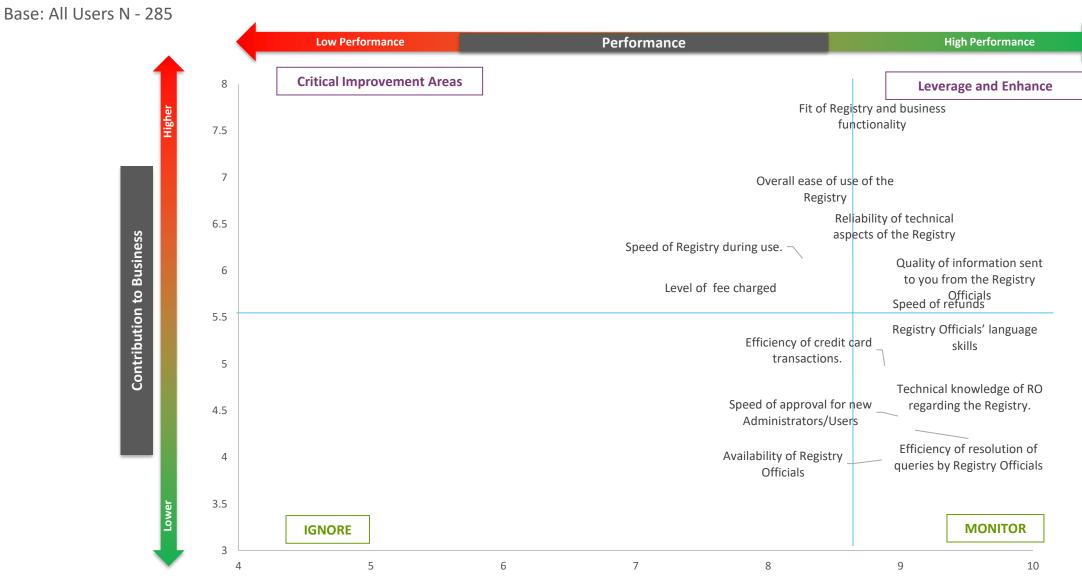


As was the case last year, there are very few aspects of service which require critical or remedial attention .



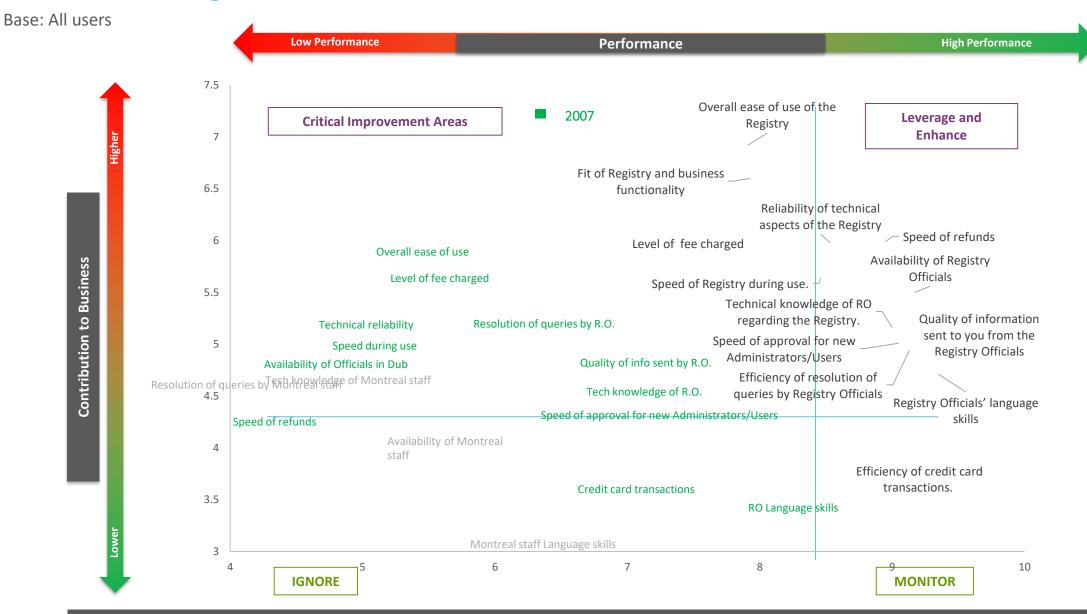
#### **Aviareto: Strategic Performance Matrix 2018**





#### **Aviareto: Strategic Performance Matrix 2019 vs 2007**



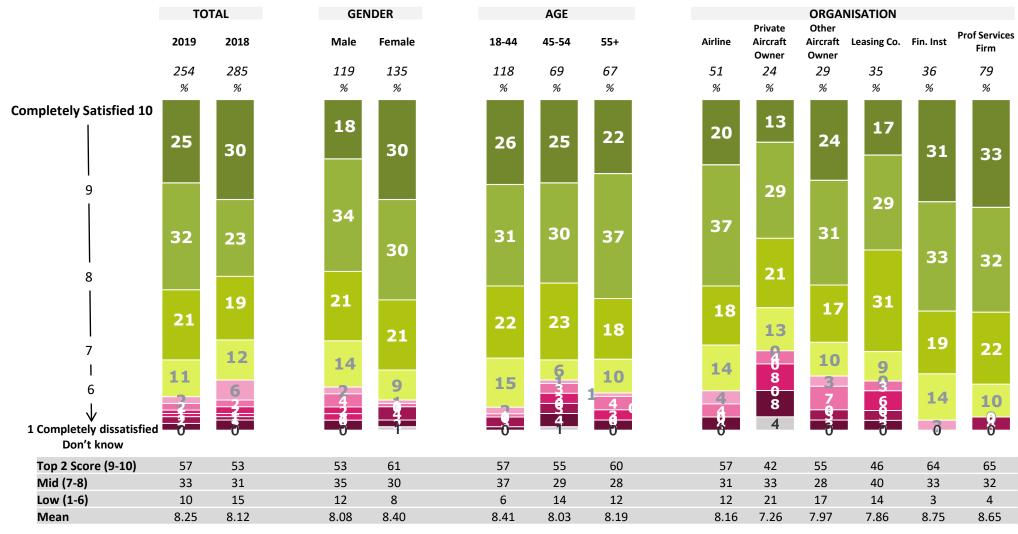


In superimposing the 2019 data on the original 2007 strategic performance map, we can see the extraordinary extent of the user improvements made over the intervening years.

#### Overall Satisfaction Ratings with the Registry



Base: All Users N - 254

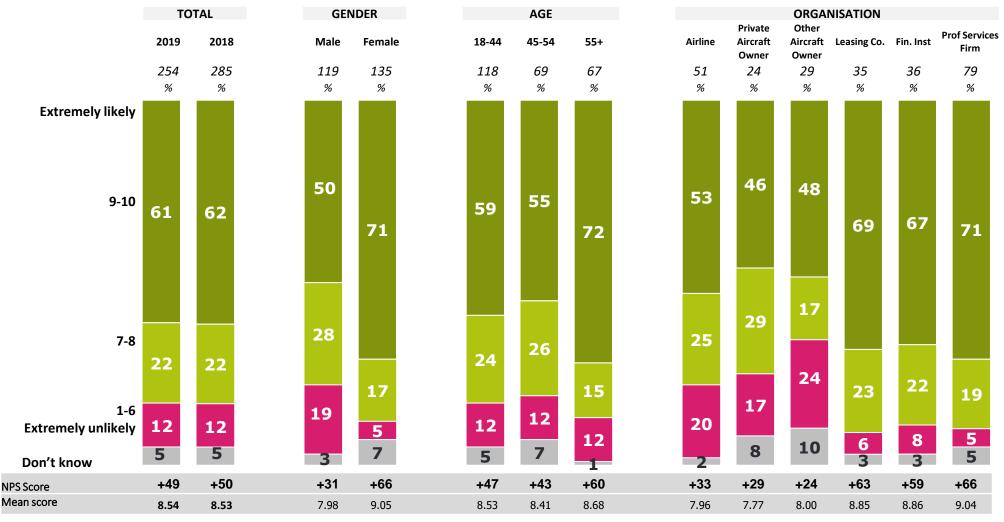


Overall satisfaction with the Registry, in keeping with general survey results, remains at over 8 out of 10 with greatest satisfaction amongst professional services firms and finance institutions.

#### Likelihood to Recommend Registry



Base: All Users N - 254



The Registry Net Promoter Score (NPS) remains a very high +49. The NPS scores stands at a remarkable +66 amongst professional services firm users, +63 in leasing companies, and +59 in finance institutions.

#### Reasons for Recommend Score (7-10 Score)

Base: All respondents scoring 7 to 10 n - 212







Those particularly happy with the Registry identify its ease of use, general service and helpfulness of staff provided, and the essential nature of the service it provides.

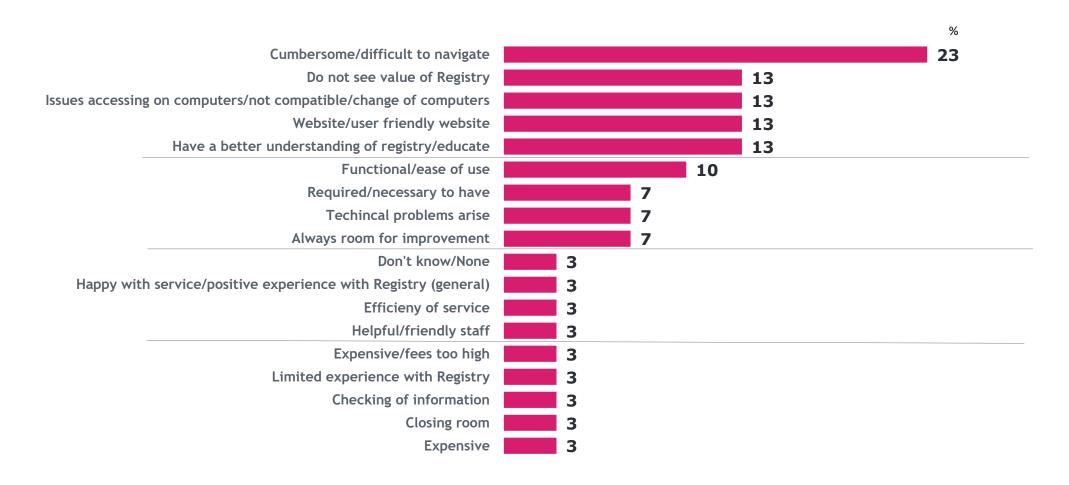


#### Reasons for Score 1-6

Base: All respondents scoring 1 to 6 n - 30







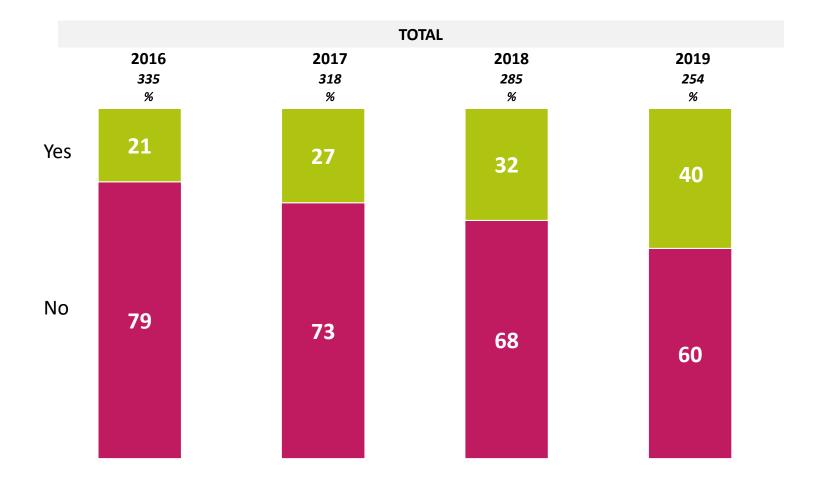
The minority of users who fall into the Detractor segment generally find the Registry cumbersome/difficult to navigate or experience technical difficulties with it, or simply struggle to fully understand its value.



#### **Use of Closing Room**

Base: All Users N - 254



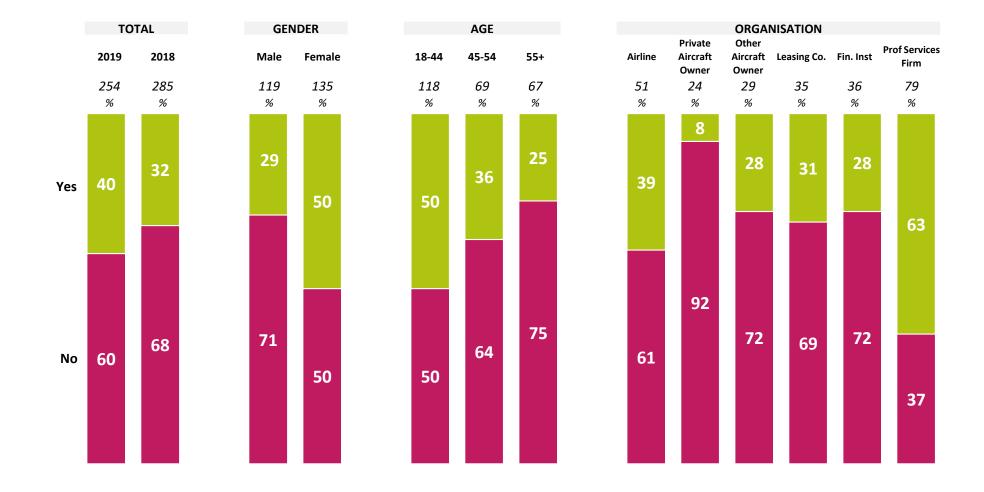


The proportion of respondents using the Closing Room has risen from one in five in 2016 to over a quarter in 2017, a third in 2018 and 4 in 10 in 2019.

#### **Use of Closing Room**

Base: All respondents - 254



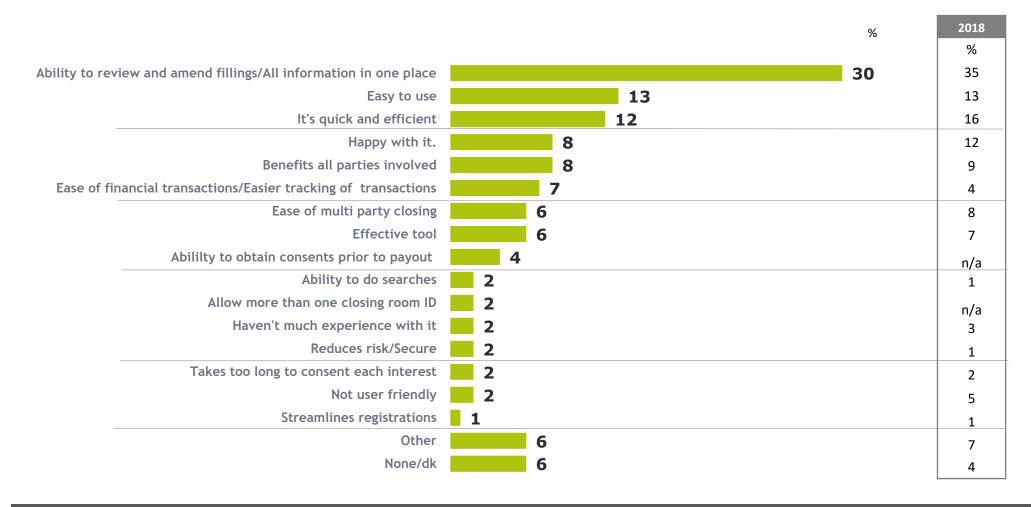


Use of the Closing Room is highest amongst the under 55s, females, as well as airlines, and professional services firms.

#### **Benefits of Closing Room**

Base: All using the Closing Room - 101





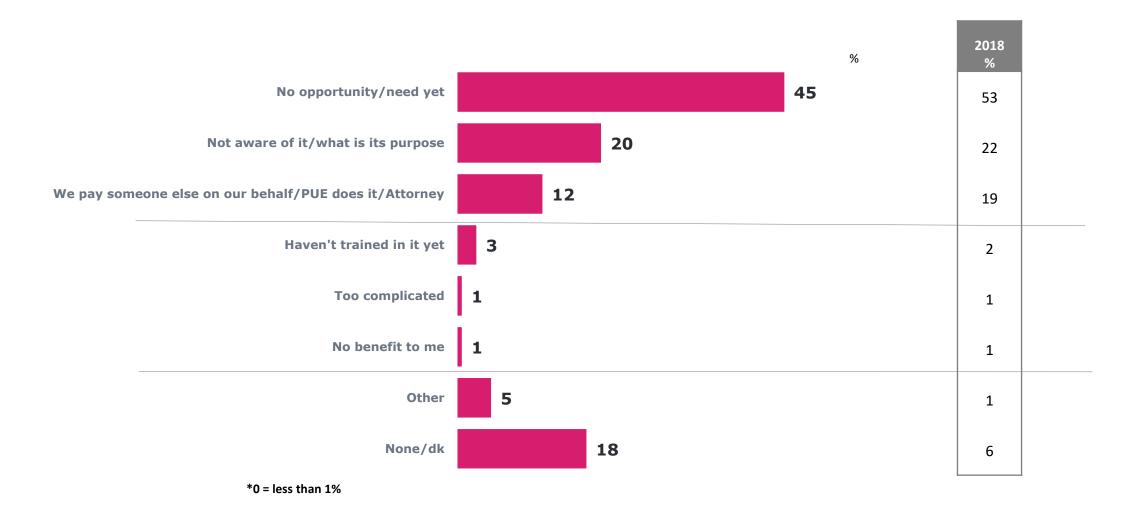
The perceived benefits of the Closing Room remain the ability to review and amend filings in one place, as well as its overall efficiency and effectiveness.



#### Reasons for not using the Closing Room

Base: All who do not use the Closing Room - 153



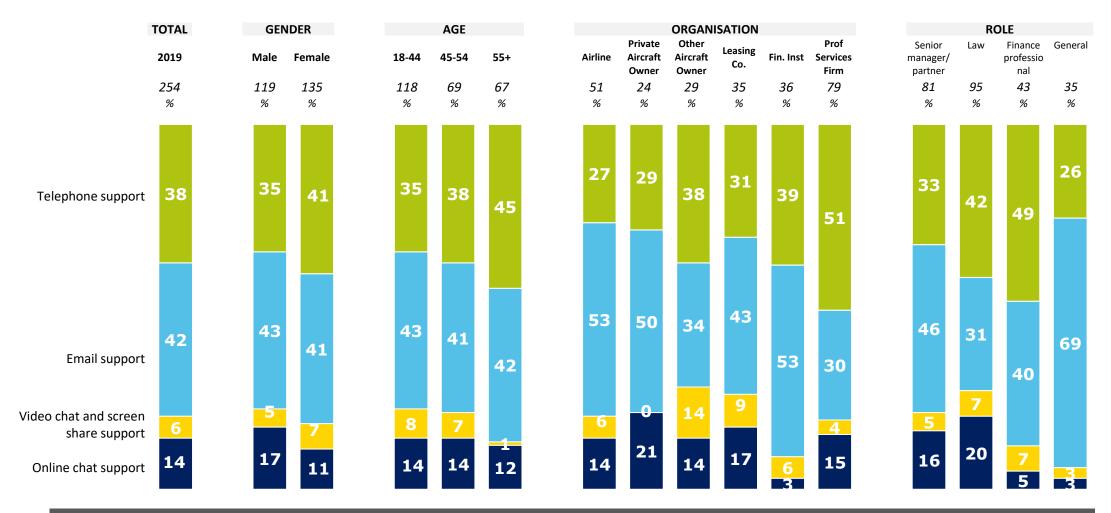


There are no specific barriers to future use of the Closing Room, other than a perceived lack of a need for it, suggesting its benefits may be communicated to users even further over the coming year.

#### **Preferred Support Channel**

Base: All Users N - 254



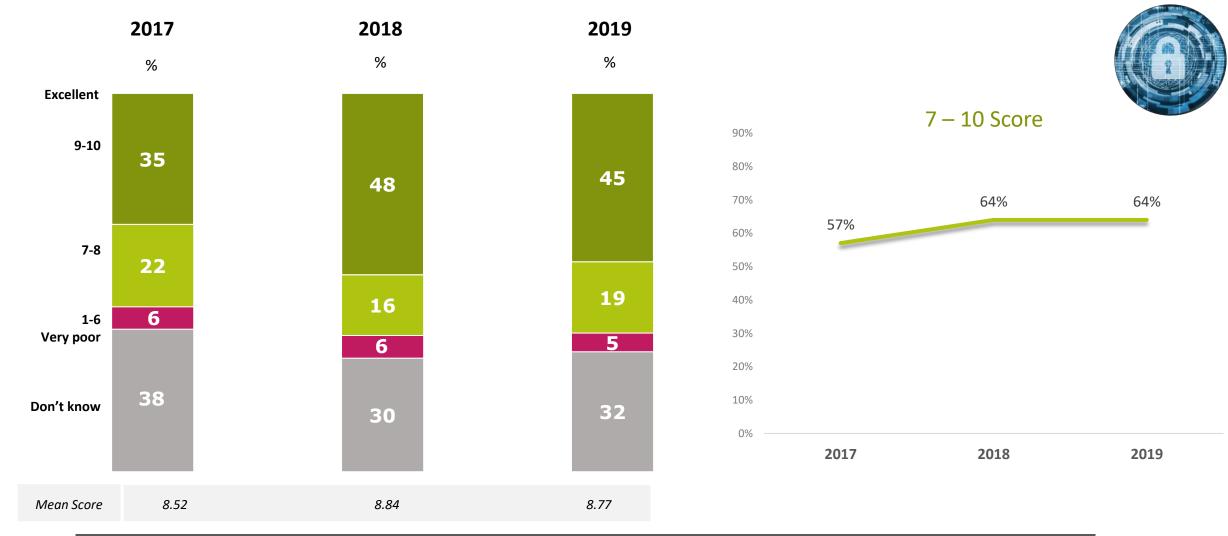


Opinion is divided between telephone and email as the optimum Registry support channels, with user needs varying in this regard by organisation type and user role.

#### Rating on Cybersecurity

All Users





The Registry is rated very positively with regard to information security – scoring 8.77 out of a maximum possible 10 – on a par with last year's rating of 8.84.

#### Rating on Cybersecurity



Base: All Users N - 254



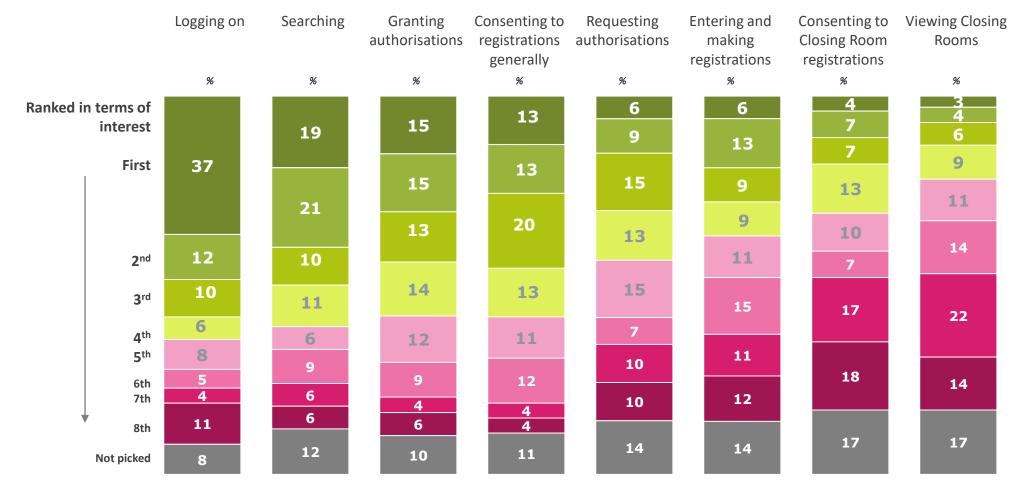
Satisfaction with Registry cybersecurity is high across all user types.



#### Interest in Registry Features Available on Mobile App

BIA

Base: All Users N - 254



Registry features that users would be most interested in availing of through a mobile device app include logging on, searching, granting authorisations, and consenting to registrations generally.

Next we would like you to consider the idea of having the Registry available through a mobile device App. Below is a list of the specific Registry features that could be made available through such a mobile device app. Please rank the various features from 1 to 8, where 1 is the feature you would be most interested in using through a mobile app, 2 would be of second most interest to you, right through to 8, which would be the feature you would be least interested in using through an app.

#### Interest in Registry Features Available on Mobile App

Base: All Users N - 254

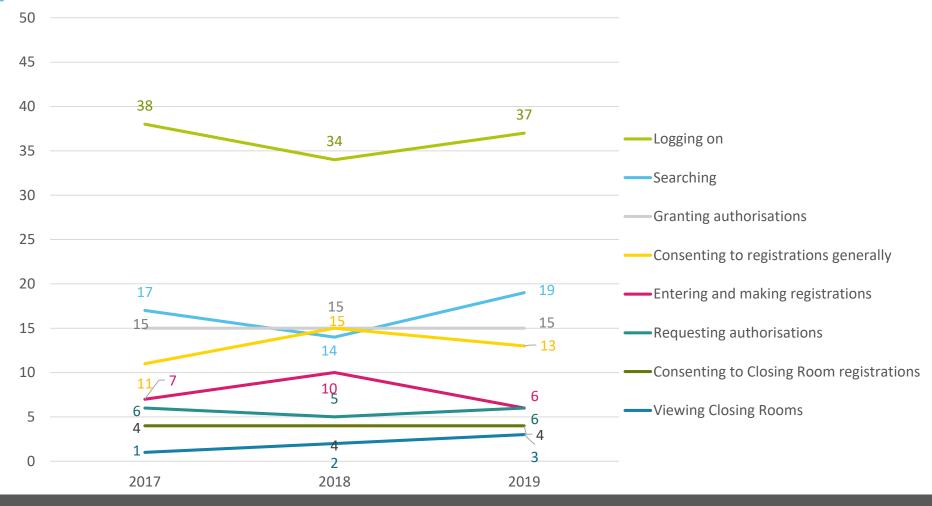


	Total	Gender		Age			Organisation					
		Male	Female	18-44	45-54 yrs	55 yrs +	Airline owners	Private owners	Other Owner	Lease company	Fin inst.	Prof firm
Logging on	5.37	5.39	5.36	5.13	5.75	5.42	5.08	5.83	6.55	4.86	5.17	5.32
Searching	4.91	4.76	5.03	4.77	4.81	5.24	4.08	4.79	4.55	4.69	5.39	5.48
Granting authorisations	4.81	4.55	5.04	4.95	4.86	4.52	5.00	4.50	4.59	5.26	4.97	4.59
Consenting to registrations generally	4.78	4.55	4.97	4.77	5.09	4.46	5.00	4.54	4.93	5.09	4.53	4.62
Requesting authorisations	3.97	3.92	4.01	4.41	3.74	3.43	3.35	4.25	3.79	3.63	4.06	4.46
Entering and making registrations	3.73	3.91	3.58	3.87	3.80	3.42	3.27	5.46	3.34	3.63	4.31	3.43
Consenting to Closing Room registrations	3.22	3.03	3.40	3.43	3.43	2.64	3.78	2.33	3.38	3.63	3.00	3.00
Viewing Closing Rooms	2.92	2.89	2.94	3.04	2.90	2.72	2.67	2.83	3.14	2.94	2.72	3.10

Next we would like you to consider the idea of having the Registry available through a mobile device App. Below is a list of the specific Registry features that could be made available through such a mobile device app. Please rank the various features from 1 to 8, where 1 is the feature you would be most interested in using through a mobile app, 2 would be of second most interest to you, right through to 8, which would be the feature you would be least interested in using through an app.

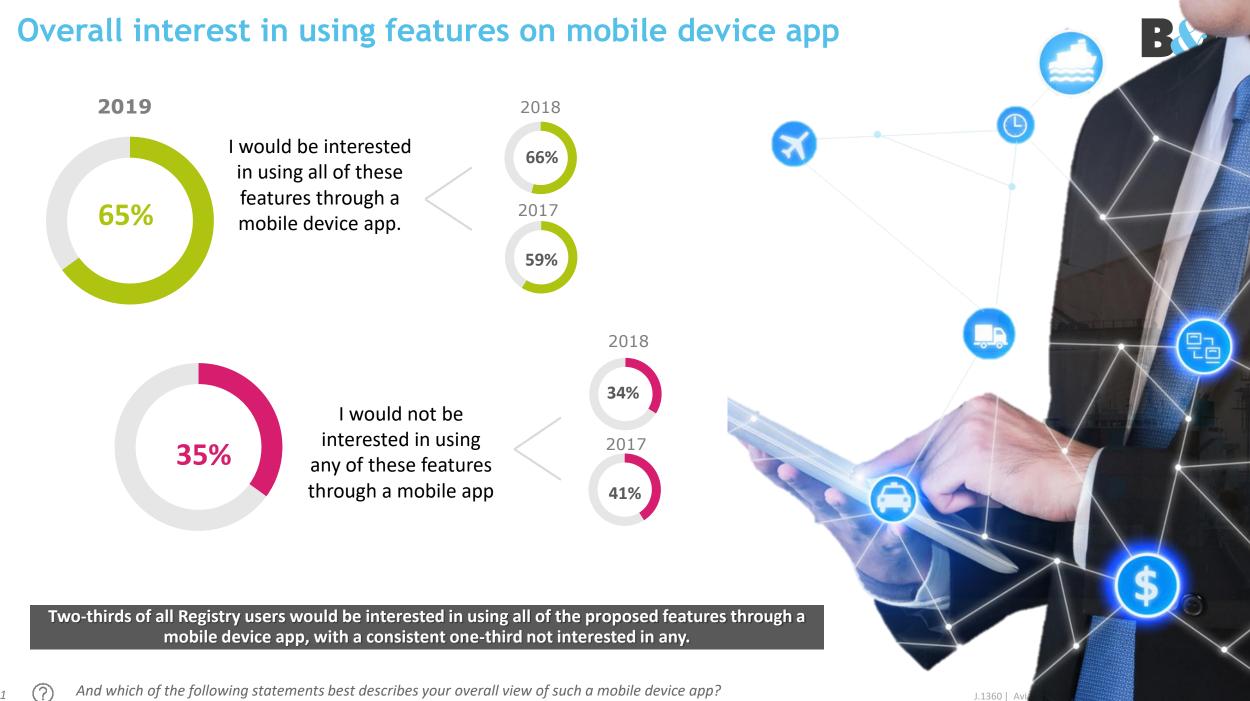
#### Interest in Registry Features Available on Mobile App Comparison





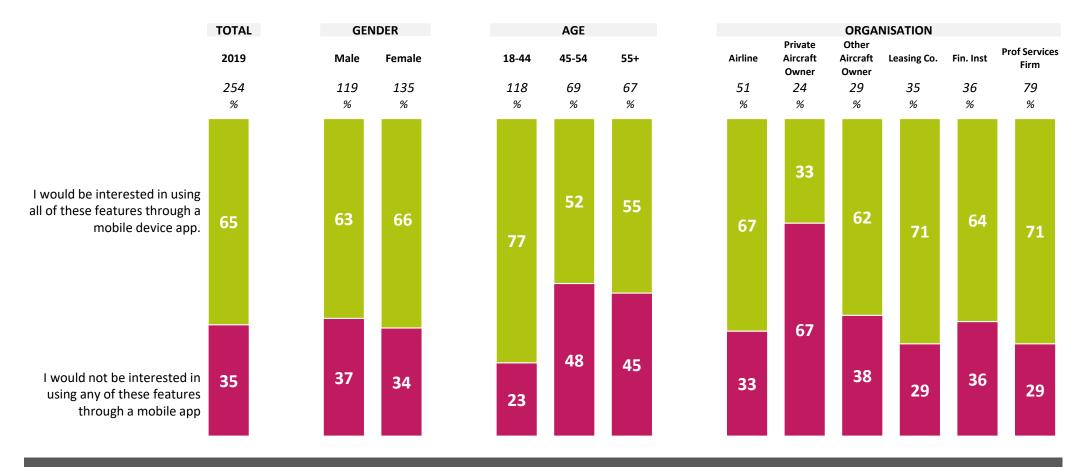
The same mobile app features were deemed of interest in 2019 as in 2018 and 2017.

Next we would like you to consider the idea of having the Registry available through a mobile device App. Below is a list of the specific Registry features that could be made available through such a mobile device app. Please rank the various features from 1 to 8, where 1 is the feature you would be most interested in using through a mobile app, 2 would be of second most interest to you, right through to 8, which would be the feature you would be least interested in using through an app.



#### Overall interest in using features on mobile device app





As might be expected, interest in the use of the system via mobile app increases the younger the user is, and is also highest amongst airline, leasing companies and professional services.

# Thank you.



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# Delve Deeper