

# CERTIFIED NEWS

Intelligence for Independent Aircraft Modifiers



IAMA CERTIFIED NEWS – MAY 2023

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## CHAIRMAN'S MESSAGE: MY ENTHUSIASM FOR IAMA'S WORK CONTINUES

I've greatly appreciated the incredibly warm welcome I've received as I've started my new role. With the first couple of months under my belt as IAMA's Chair, my enthusiasm for the direction we are headed continues, and I am pleased to report on the alliance's ongoing progress. Before I elaborate on our working group's activities, I want to thank Marc Pinault for his outstanding leadership and contributions and touch on a significant development.

During our 2023 Annual General Assembly, the alliance voted to approve a significant addition to our [Terms of Reference](#). This may sound like so much paperwork, but the addition, which describes transitioning from evidence-based to procedural-based compliance to the IAMA Standard, is a critical step forward for the alliance. It demonstrates our members' deep commitment to the IAMA Standard, and we are all pleased to see this initiative move ahead.

And with that, here are the highlights from our dedicated working groups:

[Georg Stoffelen](#), head of product cabin modification at [Lufthansa Technik AG](#) and leader of the Community and Aligned Information CIC working group, tells me they have started developing a white paper on multiple design approval holders, or DAH, modification projects. The main challenge with these large aircraft modification projects is friction amongst the stakeholders due to the number of suppliers acting as DAHs to the customer, perhaps an airframe OEM, an owner, operator or lessor. The paper aims to outline how process improvements can reduce friction and smooth interactions between DAHs and clients and how IAMA-endorsed projects help in this regard.

Additionally, this working group sent the IAMA Toolkit to all our members. The kit has resources ranging from marketing support to documents that can be used to support the implementation of the IAMA Standard. The CIC group has a lot on their plate.

The IAMA Standard working group met virtually in March and pursued their critical work on the Rulebook. As discussed in the last newsletter, new adjustments in version 4 of the Rulebook will address the Standard's ability to scale up or down depending on the size and scope of the modification project, to specifically manage modifications that can be classed as minor. Under the leadership of [Romain Mbwang Seppoh](#), head of design organization at [Eclipse Global Connectivity](#), this working group is also incorporating new rules around instructions for continuing airworthiness, also called ICAs and Manual Supplements. These technical publications are essential for operating and maintaining modifications and industry stakeholders suggested that it would be beneficial for modifier-created documentation to be more like the OEM documentation formats. To address this need, the alliance developed rules to ensure that IAMA modifier and client expectations will be aligned and met.

The CAA or Certification & Authority Affairs working group, headed by [Eric Anderson](#), global director of engineering at [Carlisle Interconnect Technologies](#), met in person in Amsterdam at the end of March. Eric notes that their discussion focused primarily on continued airworthiness best practices and developing new rules, in collaboration with the IAMA Standard working group, for the Rulebook to address this fundamental topic. Additionally, the CAA group upholds its main objective to foster relationships with the principal aviation authorities.

Steered by [Jeff Behlendorf](#), director of product management at Carlisle Interconnect Technologies, the IP and OEM affairs working group's focus at their March meeting was continuing to establish best practices for the exchange of engineering data for modification purposes. Aligned with these efforts are their investigations and recommendations to reduce industry impediments that stop the fair exchange of engineering data. Jeff's team's outreach to key OEMs to evaluate their expectations and positions is critical to their success.

As always, our educational programs are critical to promoting the alliance in the marketplace. Demonstrating our leadership in the ecosystem is incredibly important, which is why we have our IAMA Virtual Modification Talks—IVMTs and present at various events.

Safety is our industry's top priority, and the most recent IVMT held a couple of weeks ago, focused on safety culture in the aviation retrofit market. You can learn more about this session in our article "[A Burden Shared is A Burden Halved](#)." However, I can tell you that the open exchange of ideas prompts members and stakeholders to attend these virtual events repeatedly. This session was moderated by our Managing Director, [Nina Schulz](#), with expertise from [Ian Devine](#), IAMA's Manager of Technical Affairs who introduced Safety Management Systems (SMS) for design organizations outlined by aviation authorities. Two member modifiers then offered their experiences with instilling a safety culture in their organizations, before questions were fielded.

Last but not least, we continue to build our profile in the industry through speaking engagements and trade shows. In April, Nina presented at the ICT Inflight Connectivity Technology conference in Shanghai, China. This was an excellent opportunity to introduce the alliance to the Chinese market. Some team members will be attending [Aircraft Interiors Expo](#) June 6th-8th in Hamburg, and we'll have representation at the EASA and FAA International Aviation Safety Conference, June 13-15 in Cologne.

The next few months will be busy for the IAMA team, and I want to thank you for your continued support of the alliance's mission.

Let's keep our momentum going.  
—Frans van de Pol  
Chairman

## TOP STORY:

### IAMA PLATFORM: AN EDUCATIONAL WELLSPRING

The alliance's ambitious vision is to improve the aviation ecosystem through collaboration and championing transparency. What better way to pursue this idea than through an online resource to share critical information with members and subscribers. Enter the IAMA Platform.

Focused on supporting and advocating for its aircraft modifier members, the alliance is open to all aviation industry stakeholders, although only members and subscribers may access the full scope of the [IAMA platform](#). The resource, which guides modifiers and airlines, is fast becoming an educational nexus. The IAMA [Rulebook](#) which outlines the IAMA standard, is, of course, the alliance's Standard and flagship reference, but other essential elements for the retrofit industry are on hand. Process flow templates like a project management dossier are available for members to download and use. Product offering overviews and IAMA-endorsed member modifications are available with a simple click of the mouse. Additionally, users can browse in-depth white papers and talking points along with industry challenges linked to rules in the Rulebook. Key to the platform's growing success is that the alliance's working groups are constantly contributing to the expanding list of resources.

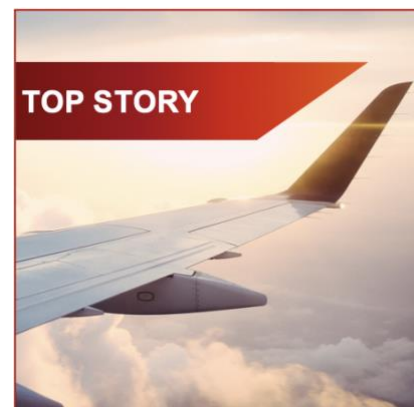
"We wanted the platform to address industry pains so users will find white papers on real-world topics affecting modifiers, owners, operators and lessors," said [Nina Schulz](#), IAMA's Managing Director. "The resources to address crucial challenges such as Right to Use, maintainability, de-modifications, interactions with aviation authorities and many others are all in one place."

"The alliance is incredibly fortunate to have access to so many subject matter experts within the working groups who contribute their valuable time and experience to help build this knowledge base," said [Ian Devine](#), IAMA's Technical Affairs Manager. "We want to continue to grow it, and we have significant plans."

To foster the independent modifier community, IAMA is constantly working to enhance this platform. "Like our advocacy, developing the platform is an ongoing labour of love. Key future features on our roadmap include improved usability and increasing the number of endorsed modifications in the modification library," Schulz explained. "To further encourage open communications, we're looking at how to add an interactive element to enable collaboration amongst members."

A future plan of IAMA is to offer a digitized version of the audit program for members to step through, making it much easier for modifiers to follow the new procedural-based program agreed to in the most recent General Assembly. Another project high on the list is to allow operators to access and download modification documentation (per EASA 21J + installation requirement) from a secure source that protects the modification holder's IP.

If you're an independent aircraft modifier, you can access the IAMA Platform by becoming a member. Memberships are free to airlines and lessors. Visit <https://iamalliance.aero/members-memberships.html> to learn more.





## MEET A SUBSCRIBER: LUFTHANSA

My team at Lufthansa has the same vision of the retrofit market as IAMA," says Stefan Barck, Head of Commercial Base Maintenance at Lufthansa. The organization became a subscriber in 2022, but Barck recognized the value of joining the alliance from its early days.

Barck oversees a team of 18 people and is responsible for contracting and fulfilment of the Lufthansa airline fleet's base maintenance, including modification embodiment and worldwide supplier management. It's a big remit ensuring the airworthiness of some 355 aircraft, and this is where

Barck's background makes him ideal for his role. He started his career as a structural design, compliance and verification engineer in the Part21J division of Lufthansa Technik. This experience and his work as project manager for aircraft modifications—mainly connectivity solutions—combined with a degree in structural engineering, gives him an intimate understanding of the aircraft modification world.

Barck's and Lufthansa's follow-on support of the alliance is because of IAMA's focus on a clear Standard and elevating quality aircraft modifications. "I'm a fan of IAMA-endorsed modifications because it means we are all working with the same rules, and that benefits the whole market," he says. "IAMA has developed a good standard; it's obvious that a straight way forward for in-service and after-sales phases of a modification needs to be considered before a modification is done."

IAMA's guidance and Barck's own experience with modifications align entirely. Taking a holistic approach, advance planning at the project's inception for after-sales service and de-modification makes a modification easier to implement and maintain over the long term. And the idea of looking at a modification's complete lifecycle is already baked into how he and his team maintain the Lufthansa fleet.

And yet, sometimes, basic project elements can become stumbling blocks. "It could be as simple as integrating individual inspection cycles and methods," Barck says. "These oversights can be in conflict with the maintenance program add would waste aircraft life by performing tasks way too early in the worst case."

At the moment, one of Barck and his team's biggest challenges is bringing all the aircraft back into the air to support the new growth in passenger traffic. It's a complex situation with the grounding of aircraft due to the pandemic, which caused the maintenance backlog to grow as the aircraft stayed put. As he puts it: "The supply chain was disrupted and the parts supply too, all of which exacerbated the backlog."

IAMA offers a lot of value to its members and subscribers. The educational resources are important, but the alliance's IVMTs, or IAMA Virtual Modification Talks, are a key draw. Like his fellow participants, Barck appreciates the opportunity to learn from his peers and hear about other airlines' challenges. "The exchange of ideas is valuable. The conversations are fact-based and learning from different perspectives helps me to think about how to build my team's skills further."

"No doubt it's been challenging, but working to advance the reputation of independent modifiers while elevating the standards associated with modifications should have been done long ago," Barck says. "It is natural that an organization established by some of aviation's most recognizable industry players would be a strong advocate. Independent modifications are an important part of the aviation ecosystem, and IAMA is helping advance them."

With the airline predicting a summer travel boom, Barck and his team will have their hands full. To learn more about Lufthansa visit <https://www.lufthansagroup.com/en/home.html> and to become an IAMA subscriber, visit <https://iamalliance.aero/members-memberships.html>

## ASK AN EXPERT: IAMA VIRTUAL MODIFICATION TALKS

### A BURDEN SHARED IS A BURDEN HALVED

Encouraging the aviation modification market to be more transparent is an essential aim for IAMA, which is why the alliance holds sessions called IVMTs—IAMA Virtual Modification Talks. The sessions originated at the start of the pandemic when the alliance wanted to help stakeholders troubleshoot one of the most challenging times in aviation history, especially for airlines. Since then, they've evolved.



IVMT videoconferences bring together experts and peers to share their experiences with various topics, such as how to design a lessor-friendly modification, validate aircraft modifications under different authorities, and enhance cooperation between modifier design and production organizations. Competitors and partners alike engage on the session subjects that are often brought to the alliance by members and subscribers. As is the IAMA way, all who attend have the opportunity to contribute and ask questions.

The most recent IVMT, "Safety culture in the aviation retrofit market," is a prime example of how bringing together stakeholders to learn from each other is such a powerful force for good. Like all sessions, this one started with an overview of the topic. Moderated by [Nina Schulz](#), IAMA's Managing Director and [Ian Devine](#), IAMA's technical affairs manager, then set the stage for two IAMA members to discuss how they are implementing safety culture within their respective organizations. It is refreshing that the speakers share their challenges with honesty and their triumphs with humility.

"These IVMTs are incredibly enlightening for all on the call," Devine said. "From IAMA's perspective, we get an even deeper insight into the pains we want to alleviate, and from the participant's perspective, it can be satisfying to hear other organizations like their own are having the same challenges. We always strive to cover the subject in-depth, and that adage, 'a burden shared is a burden halved,' really applies here."

Shining a bright light on critical topics helps the alliance foster transparency in the overall ecosystem, not just on modifications. For example, a participant asked what must be reported when following a Safety Management System. The answer unsurprisingly highlighted the differences in mandate between EASA and the FAA. Where EASA's is mandated, with a deadline of 16 October 2025, the FAA's is voluntary.

Concrete positives emanate from these virtual sessions, with participants attending from various time zones. While the two presenters described different experiences on the Culture of safety, it was clear that communicating honestly and often while engaging the whole organization is essential. As is developing a good relationship with your aviation authority counterpart. Another excellent piece of advice: take a proactive and systematic approach because there is a lot of good guidance already available.

"Our IVMT sessions are very popular," Schulz notes. "Participants often tell us that the frank discussion with others who understand their challenges is the main reason they attend. It's educational and maybe a little cathartic. As for IAMA, we want to learn more about the challenges our members and subscribers face with implementing Safety Management Systems. We encourage people to tell us about their challenges so we can collate the pains and represent them to EASA and other authorities or organizations."



These sessions are also the perfect opportunity to update members and subscribers. Devine confirmed that guidance regarding SMS implementation is on the alliance's roadmap and that the intention is to have further alignment with members and authorities.

IVMTs are only open to IAMA members and subscribers. To join the alliance and gain access to these enlightening sessions and a wealth of other educational resources, visit <https://iamalliance.aero/members-memberships.html>.

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## ENGAGE WITH US

Want to learn more about IAMA or meet us? We look forward to connecting with you during the following events:

- [Aircraft Interiors Expo](#) | Hamburg, Germany | 6-8 June 2023
- [EASA & FAA International Aviation Safety Conference](#) | Cologne, Germany | 13-15 June 2023

For questions, if you would like to meet us, or get in touch with us reach out via [info@iamalliance.aero](mailto:info@iamalliance.aero).

## BECOME AN IAMA MEMBER

IAMA is open to all aviation market participants including aircraft manufacturers, airlines, suppliers and lessors. The alliance offers three types of paid memberships: Full, Advisory and Basic.

Members have access to specific benefits depending upon their role in the aviation ecosystem, and their membership level. Full and Basic memberships are for organisations with modification capabilities, while Advisory memberships are for airframe and system OEMs (Original Equipment Manufacturers). Airlines and lessors may join for free.

Find out more about our membership possibilities [here!](#)