

It is said that success is where preparation and opportunity meet. During the past 19 months, that has been demonstrated by Precision Aviation Group (PAG), a leading provider of products and value-added services to the worldwide aerospace and defense industries. Due to its immediate response and actions after the Covid-19 pandemic hit North America, PAG not only strongly weathered the economic downturn, but found itself in a position to take considerable advantage of new opportunities.

In February 2020, PAG president and CEO David Mast received a call that would change the face of the company. A colleague overseas phoned to warn him of the pandemic hitting Europe. He brought news that it was catching aviation companies off guard and had the potential to bring the economy to its knees. To preserve the company and ensure it persevered, steps had to be taken immediately, even though the U.S. on a whole hadn't yet gained full awareness of the virus or its potential economic fallout.

"There is no playbook for how to handle a pandemic from a business standpoint," Mast said. "However, we knew rapid, tactical, and precision decision-making was critical. We had to make some very difficult decisions quickly, explain why we were making them, and get our teams onboard. In the end, it was those decisions that positioned us to be very opportunistic in a very difficult aviation market."

Prior to that February call, PAG was in a strong growth upswing as it aggressively acquired successful aviation companies and rapidly expanded its service capabilities around the world. By the end of March 2020, that all changed. The company slowed its procurement, ceased all travel, sent non-essential office personnel home to work, and reduced overhead costs by 35 percent. It had also put full KN95 mask-wearing, 24/7 enhanced facility cleaning, split shifts and quarantine protocols in place to preserve its workforce and ensure its 240 global technicians remained healthy.

The fast action ensured PAG was available for customers throughout the pandemic. The phone was

SUCCESS THROUGH SERVICE

always answered, work was always completed on time, and no PAG customer was left hanging. In fact, this seemingly simple act of ensuring the lights stayed on and employees remained available boosted business.

"There seemed to be a lot of 'we'll wait and see' attitudes in aviation businesses as the pandemic built," Mast recalled. "Yet, in the end, some of those companies lost 60 to 70 percent of their business because of a lack of advance preparation."

As other businesses struggled to respond to the pandemic early on, PAG was positioned to meet customer needs. Word got out and new customers, unable to get the support they needed from their current suppliers, began calling. PAG focused on delivering, even expanding its facilities to meet growing needs. In 2020, it nearly doubled its Brisbane, Australia, facility to better support the Australasian market, doubled its Precision Display Repairs (PDR, formerly Momentum Services Corp.) business in Camarillo, California, and acquired EFIX Aviation Support, a Brazilian company specializing in maintenance, repair and overhaul (MRO) services to better support the South American market.

FOUNDATIONAL VALUE

PAG makes no secret of its complete dedication to the customer experience. By putting the customer and how it supports that customer as a top priority, PAG drew in new business, allowing its business development arm to continue to strategically plan and grow despite the economic climate.

"Our growth comes from a place of

seeking how to create additional value for our customers," said PAG senior vice president of sales and marketing Ketan Desai. "We look for successful companies that have similar mindsets in terms of customer service and offer products and services that benefit our customers. We supercharge them, linking them to our family of businesses and increasing the overall customer experience."

By 2021, PAG was back in the saddle, this time taking advantage of the market to acquire additional companies to add to the PAG family. In May 2021, PAG acquired Keystone Turbine Services (KTS) of Coatesville, Pennsylvania, a company with exceptional customer service and cost-effective repair solutions for Rolls-Royce M250 operators. By August 2021, it also added Trace Aviation of Jackson, Mississippi, an MRO shop specializing in King Air/1900 landing gear assemblies. In the past 12 months alone, it has invested more than \$5 million to expand global inventory and added more than 100 new capabilities to its repair stations.

Despite PAG's ever-growing portfolio of companies and services, its customers continue to receive individual attention. PAG customers still work with a single point of contact, regardless of the scale or complexity of the service needed. That one person handles all logistics between PAG companies, including inter-facility shipping, freeing customers to focus on their operations. This not-so-secret dedication to the customer experience is how PAG continues to grow. 🚀



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PRECISION AVIATION GROUP (PAG) HAS CONTINUED TO GROW IN DIFFICULT TIMES THANKS TO ITS UNWAVERING DEDICATION TO THE CUSTOMER EXPERIENCE.

BY JEN BOYER



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PAG:

Comprehensive Support

Precision Aviation Group (PAG) has made a name for itself in the aviation industry as a leading provider of maintenance, repair and overhaul (MRO) services supporting a broad range of fixed- and rotary-wing platforms. Just as familiar are its two flagship brands: Precision Heliparts

(PHP) and Precision Accessories and Instruments (PAI), both headquartered in Atlanta, Georgia.

However, PAG's portfolio of companies doesn't end there. Over the past decade, PAG has actively grown its presence around the world, in part through the

acquisition of small businesses with a special reputation for excellence. We invite you to learn more about the PAG family and the many ways in which they support customers — from overhauling landing gear to repairing LCD displays, and everything in between. ➤



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WORLD AVIATION CORP.

Located near Toronto, Ontario, World Aviation Corp. (WAC) specializes in the rewind of aircraft armatures, stators, coils, AC rotors, AC stators and current transformers. "We support customers worldwide and are well known for our ability to rewind specialty units," said

WAC president Moty Zeharia. "As an industry leader, we focus on providing excellent customer service, competitive pricing, product quality improvement, turn-time reduction, and research and development."

The company works closely on new projects with its customers,

OEMs and repair facilities, adding an average of 10 to 20 new rewind capabilities a month. WAC reverse engineers and designs equipment and tooling, as well as the repair process. Everything is built in-house to exact specifications, ensuring customer satisfaction. ➤



world-aviation.ca
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Precision Aircraft Services

For helicopter operators, nothing is more frustrating than an aircraft on ground (AOG) situation. Every hour that a helicopter needs maintenance or replacement parts means money lost and vital missions unfulfilled — which is why the team at Precision Aircraft Services (PAS) is always standing by, ready to answer their customers' calls.

"We all understand AOG and what it means to the customer," said PAS vice president and general manager Mark Tyler, explaining why customers receive his cell phone number as well as those of the director of operations and lead mechanic. "Through experience, we understand that helicopters don't break Monday through Friday eight to five but instead are on a 24/7 clock.

We believe that to be successful we have to be available!"

Based in Peachtree City, Georgia, PAS is a full-service helicopter MRO facility with customers across the United States and as far away as the United Kingdom, South America and Africa. The company is an Airbus Helicopters Premium Service Center, an MD Helicopters Service Center, and a Robinson Helicopter Service Center and Dealership.

PAS also operates a full-service avionics shop and maintains several avionics

dealerships including Garmin, Avidyne and Genesys Aerosystems. The company performs complete avionics installs and upgrades along with airframe and engine inspections and troubleshooting. Its mechanics are some of the best in the business, drawing on many years of experience in the EMS and law enforcement fields to understand customers' needs and exceed their expectations.

"When Covid-19 brought the world to a standstill last year, PAS had staff reductions but we maintained our perspective and preserved," Tyler said. "The leadership at PAS are also A&P helicopter mechanics so we rolled out [our] toolboxes and contributed to the effort of completing inspections and installs."

Despite these challenges, 2020 ultimately proved to be a record year for PAS. "When we began to look for mechanics in 2021, we discovered they were suddenly hard to find, so we began the process of finding new A&P mechanics and training them to the PAS standard," said Tyler.

Going forward, PAS remains committed to being the helicopter maintenance provider that customers can always count on.

"We at PAS believe in creating value through relationships and serving with integrity," Tyler emphasized. "We will maintain a standard of excellence."



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Acquired by Precision Aviation Group in August 2021, Trace Aviation is brand-new to the PAG family, but has an established reputation within the aviation industry for its unrivaled expertise in Beechcraft King Air landing gear.

Operating out of a 20,000-square-foot (1,850-square meter) facility at Medgar Evers International Airport in Jackson, Mississippi, Trace Aviation was founded in 2004 by Mike and Cheryl Pigott. The company helps King Air operators achieve efficient, cost-effective compliance with the mandatory six-year overhaul/inspection requirement for their landing gear, offering them an exchange set ready for installation or overhauling their components.

"We're different in that every component is built for installation," said Mike Pigott. "Our customer service and attention to detail is unmatched by being able to deliver a complete shipset of landing gear down to the cotter key. Our

TRACE AVIATION

customers know that when they choose Trace, they are getting quality care and attention."

Notably, the company identifies King Air landing gear needs that are specific to the aircraft serial number and configuration, so there's never a chance that something is forgotten. With its specialized repair capabilities and FAA and EASA approvals, Trace can save its customers thousands of dollars by being able to repair components in-house.

"Along with landing gear exchange we support wheel and brake overhauls, downlock indicator, squat switches and harnesses," Pigott added. "We provide technical support and consultation

with all of our customers, making sure we are giving them what they need and when they need it."

Trace's customers come from around the world and every sector in which King Airs operate; they include government agencies, corporations, air ambulance providers and skydiving operators. And the company was able to continue supporting them throughout the Covid-19 pandemic, thanks to its proactive approach to workplace safety.

"We implemented social

distancing, hand washing, mask wearing and workplace sanitizing early on and never had an outbreak among our employees," Pigott said. "Obviously we've all had to pivot with shipping delays and some supply chain issues, but all in all we're pleased with how we were able to stay open and serve our customers."

Pigott said his company is looking forward to the efficiencies that will flow from being acquired by PAG, but he doesn't expect to see any changes to Trace's family values — or its focus.

"Trace Aviation has always been sold on the King Air platform and we believe they are unparalleled in the general aviation world," he said. "We love working on King Airs. That's what we've always been about and will continue to be about."



TRACE
AVIATION

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KEYSTONE

TURBINE

SERVICES

For Coatesville, Pennsylvania-based Keystone Turbine Services (KTS), the customer always comes first.

"Our mission is to provide the highest quality products at a competitive price, with an unwavering commitment to safety, service and support," said Chuck Hurdleston, the company's vice president of sales and marketing.

That dedication shows. As Rolls-Royce's second-largest Authorized Maintenance Repair & Overhaul Center (AMROC) — supporting all variants of the M250 Series of gas turbine engines including modules, accessories, components and testing services — KTS was recently recognized with the OEM's 2021 "Best in Class" award. Presented annually by Rolls-Royce, the honor recognizes one authorized maintenance service center that embodies world-class

quality and customer service.

"KTS was identified by Rolls-Royce and many M250 operators as the preferred maintenance provider who is enjoyable to work with, committed to serving the market and continually performing ahead of expectations," Hurdleston said.

With over 45 years of continuous MRO experience, KTS has developed an impressive list of capabilities. Certificated by the FAA and EASA as a Part 145 repair station, it boasts over 40,000 square feet (3,715 square meters) of shop space including two all-digital, OEM-correlated engine test cells. The company offers complete component repair capabilities encompassing on-site machining, welding, plasma spray, nozzle flow and adjustment, painting and repair development.

In addition to its authorization by Rolls-Royce, KTS is a Honeywell Authorized Warranty and Repair Station (AWARS) and conducts overhaul, repair and testing of Pratt & Whitney PT6A and PT6T fuel controls, power turbine governors and related accessories. The company also provides 24/7 field service support along with rental and exchange engine/module/accessory services, plus focused customer training both at its own facility and in the field.

And it's not stopping there. KTS just acquired an additional 4,000 square feet of facility workspace, which will be converted to support the RR300 engine and future customer training. The company is also developing additional component repair

capability, for which it anticipates Rolls-Royce approval by end of this year.

These competencies are supported by long-tenured, highly skilled employees with an average 25 years of experience. Although the company's turnover is low, KTS is continuously looking to hire additional technicians to support its unprecedented growth. Said Hurdleston: "If you're looking for a new challenge, KTS wants to speak with you!" ✦

PRECISION AERO TECHNOLOGY

When Precision Aviation Group acquired what was then Aero Technology Inc. in 2011, the Long Beach, California-based repair station was a small business with the flexibility to respond rapidly to changes in the marketplace.

A decade on, Precision Aero Technology (PAT) now has access to all of the resources of its parent

company, but is just as nimble and responsive as it was before.

"PAG's efficiency in its operation allows it to remain very nimble as an organization, as a small company operates," explained PAT president Mark Stemwedel. "This allows us, and me as a division leader, to change the focus of our capability expansion and target new customers quickly and effectively."

And PAT has expanded its capabilities significantly over the years. An FAA and EASA approved repair station that also achieved AS-9110 certification this year, PAT specializes in the repair and overhaul of

avionics, instruments and accessories for a wide range of commercial and military rotorcraft and fixed-wing aircraft. Its engineering team is constantly researching and developing new repair capabilities to ensure that the company advances in step with emerging technologies.

PAT's recent capability additions include newer-generation GPS, digital flight display systems and autopilot/flight director systems. These capabilities will be further enhanced for both commercial and military platforms in coming months.

According to Stemwedel, PAT's employees have two characteristics that set the company apart.

"First is their fierce commitment to customer service and the experience we want our customers to have when they work with our company," he said.

"The second is the experience level

and ingenuity of our technical team. The extensive level of our technicians' experience with the products we service allows PAT to provide repair and overhaul services that are far more cost-effective than our competitors, and with a higher on-time delivery percentage."

PAT provides aircraft component service and sales around the world, and when the Covid-19 pandemic struck, the company's diverse customer base helped it weather the storm.

"We also used the time during this pandemic wisely," Stemwedel added. "By that I mean we focused on looking inward at our processes and procedures to maximize the efficiency of the organization. We also used this time to devote a significant amount of effort on growing internal capabilities to bridge the gap in revenue loss due to Covid-19."

It's an example of how PAT has been able to flexibly adapt to even the most unexpected of market conditions — and continue providing industry-leading aviation MRO services and supply chain logistics worldwide. ✈



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Precision Heliparts Parts

AUSTRALIA

SINGAPORE

CANADA

LOUISIANA

Precision Heliparts (PHP) is Precision Aviation Group's sales and distribution arm that primarily supports mission-critical rotary-wing operators. When it comes to providing timely support, geographical proximity can be the deciding factor, which is why PAG has invested in three key sales and service facilities: PHP-Australia, PHP-Canada and PHP-Louisiana.

All three facilities bring PAG's trademarked "ISMRO" concept — Inventory Supported MRO, combining parts distribution with repair station support — to important geographic markets. As Jordan Webber, vice president and general manager of PHP-Australia and PHP-Canada, explained: "We have the unique advantage of being able to provide

local support with in-country stock and repair station capabilities, yet have the ability to utilize the expertise and resources of all of our other business units to provide 24/7 global support to our customer base."

Strategically housed near the Brisbane International Airport in Queensland, PHP-Australia shares facility space with the Precision Accessories & Instruments — Australia's repair station dedicated to the MRO of accessories, starter generators, and wheels and brakes. The Brisbane facility has expanded tremendously since PHP-Australia was established in 2012, with another 14,000 square feet (1,300 square meters) added last year, even in the midst of the Covid-19 pandemic.

Meanwhile, PAI-Canada has begun work to double its size and capacity in Vancouver, British Columbia. The company has invested in new tooling, technicians and capabilities to provide cost-effective, in-country support to Canadian regional and freight operators. PAI Canada's repair station capabilities have expanded to encompass starter generators, wheels, brakes, aircraft lighting, blowers and hydraulics, with industry-

leading support on Airbus and Bell hydraulic servos in particular.

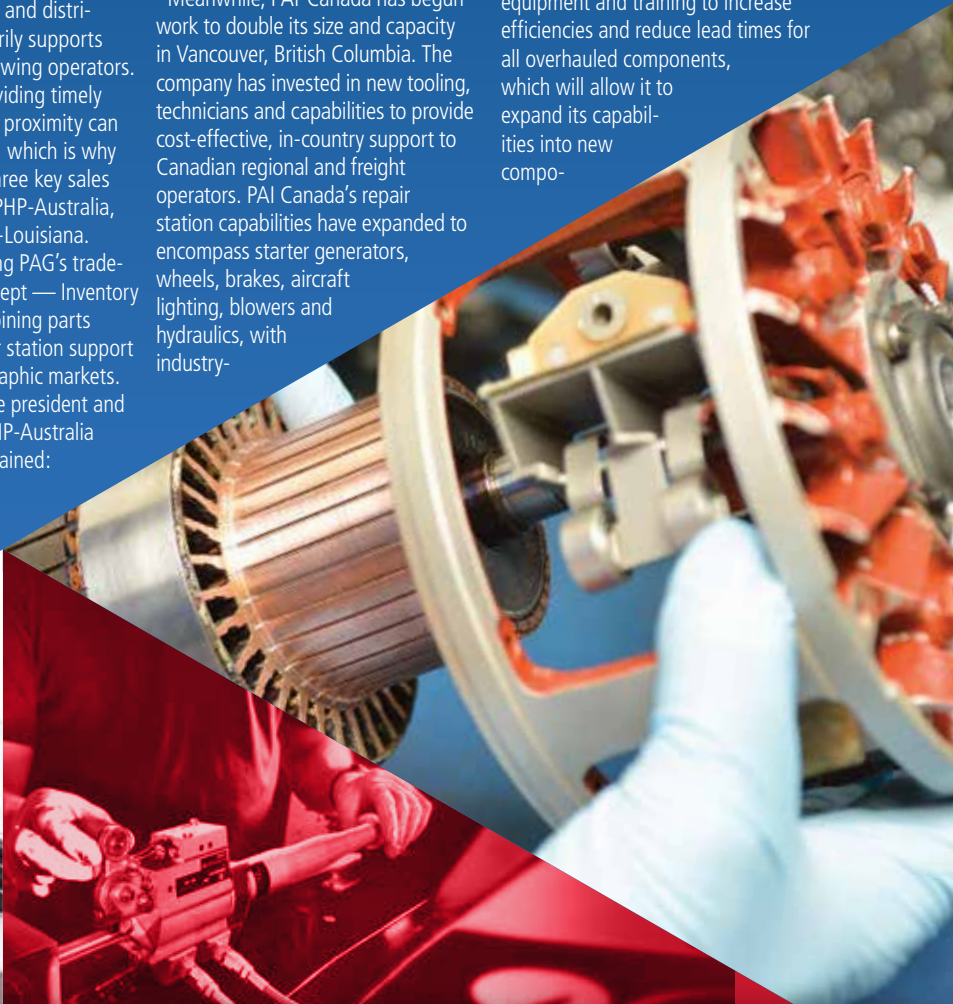
PHP-Louisiana is located in Lafayette, where it serves the world's largest concentration of helicopters around the Gulf of Mexico. The company focuses on all legacy and current production helicopters — including Airbus and Bell models and the Sikorsky S-76 — as well as fixed-wing aircraft that are commonly used to support business and mission-critical operations.

The facility's repair station focuses on high-volume fixed-wing and rotorcraft spares such as starter generators, wheels and brakes, batteries, power supplies and landing lights. The company recently invested more than \$50,000 in additional non-destructive testing equipment and training to increase efficiencies and reduce lead times for all overhauled components, which will allow it to expand its capabilities into new compo-

nents and market segments.

According to PHP-Louisiana vice president and general manager Keith Stringer, the support his company provides isn't just local — it's personal.

"Our company's mission is to deliver industry-leading customer service and reliable components to our valued customer base every single day," he said. "Our company will exhaust all options and resources to support our customers' needs regardless of value of sale, and our employees take a personal vested interest in supporting the aircraft our customers operate." ✈️



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PAC

PRECISION AVIATION CONTROLS

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Precision Aviation Controls

Specialized tasks demand specialized knowledge. When it comes to the repair and overhaul of turbine engine accessory components, no one knows them better than Precision Aviation Controls (PAC).

Headquartered in Independence, Kansas, the company previously known as Aviation Controls Inc. joined the Precision Aviation Group family in 2014. Since then, according to president James Robertson, PAC has leveraged the resources of its parent company to grow its capabilities, while remaining flexible and responsive to customer needs. "We're a small business that can react quickly to the customer," he emphasized.

PAC's repair and overhaul capabilities encompass fuel controls, governors, pumps, valves and electronic controls. Prominent product lines include the General Electric J85, Rolls-Royce Model 250 and Pratt & Whitney PT6 accessories. The company is an authorized warranty and repair station for M250, PT6 and Honeywell LTS101 products, and has been for over 20 years.

According to Robertson, the GE J85

provides a prime example of how PAC has gone above and beyond to satisfy customer requirements. "The GE J85 program is a mature product that has very little support and PAC has provided several specialized repairs to sustain the engine to retirement," he explained.

That level of dedication and expertise has earned PAC an excellent reputation with the U.S. Armed Forces as well as its many international customers, he added.

Reflecting its commitment to quality, PAC is ISO 9001:2015 registered. The company has a machine shop with lathes, mills, grinders and welding capabilities, and has a Level III non-destructive testing technician on staff to speed turnaround times.

And it continues to add new capabilities, most recently for the overhaul and repair of turbine and compressor assemblies. Looking to the future, PAC plans to focus on the utilization of used serviceable material, development of new repairs, and further alignment with suppliers and MRO shops.

As it continues to carve out a larger niche for itself in the aviation industry, PAC's fundamental mission remains unchanged — which is "delivering a quality product at a competitive price that meets the customer's expectation," Robertson said. ▶

PRECISION DISPLAY REPAIRS

Relatively few organizations have the expertise necessary to work on LCD displays. Precision Display Repairs (PDR) is one of them.

Headquartered in Camarillo, California, the company was founded in 2004 as Momentum Services Corp. by engineers who pioneered the first third-party LCD repair process a decade earlier.

Acquired by Precision Aviation Group in 2019, PDR now brings its unique capabilities to PAG customers worldwide.

As an
FAA-

approved Part 145 repair station, PDR designs the required processes, procedures, test equipment and repair equipment to support flat panel displays of all models and sizes. The company's focus is centered around key components of the LCD glass substrate, providing service solutions for X-Y line drivers, polar film, cover glass, brightness enhancement films (BEF), illuminators, diffuser sheets, light guides, night vision imaging system (NVIS) filters and video circuitry.

According to PDR president Jon Defina, the company's engineering team designs and builds the entire repair process independently — from evaluation to acceptance by a designated

engineering representative — using its 26 years of reverse engineering experience.

"This unique capability removes the burden on the customer to provide repair process and specifications for support of their products," Defina explained. "Additionally, PDR designs the electro-mechanical equipment and tooling needed to service very complex displays, effectively."

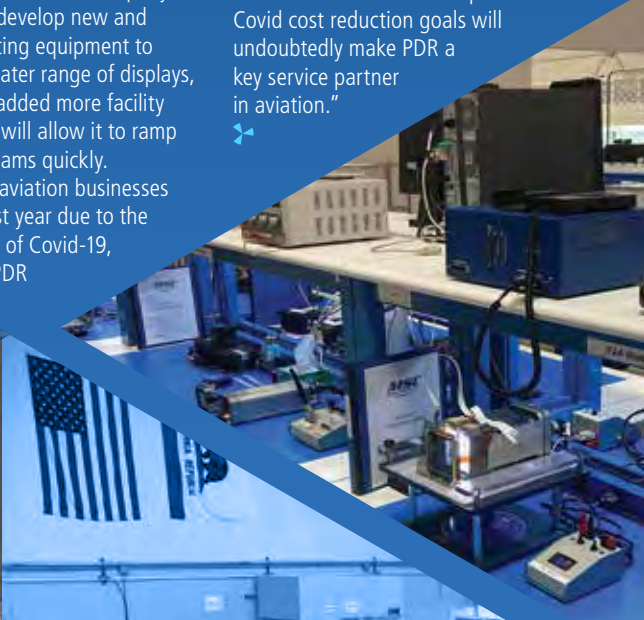
As a result, PDR is able to provide cost-saving solutions to customers who must overcome the challenges of display obsolescence and the rising costs of new LCD glass replacement. The company continues to develop new and enhance existing equipment to support a greater range of displays, and recently added more facility space, which will allow it to ramp up new programs quickly.

While most aviation businesses struggled last year due to the impact of Covid-19, PDR

actually saw a 33 percent growth in revenues. "Many customers were faced with huge cutbacks and corporate edicts to reduce service costs in lieu of traditional spends on high-cost cockpit/instrumentation displays," Defina said. "Many airline and OEM customers became less reluctant to evaluate the benefits of an LCD repair solution vs. buying new."

He believes this trend will only increase in the future, as LCDs become more prevalent in the industry.

"Customers are realizing that PDR can repair [their displays] at a fraction of the cost of new," Defina said. "This combined with post-Covid cost reduction goals will undoubtedly make PDR a key service partner in aviation."



PDR
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A PAG Company

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Precision Aviation Group has had a longstanding motto: "Others sell parts — we sell support." When the global MRO leader was looking to expand its presence in Brazil, EFIX Aviation Support emerged as a natural fit.

"Aligned with the PAG slogan, we really sell support to our customers," said EFIX president Ricardo Malato. "Our mission statement is always to serve and meet the expectations and needs of our customers . . . building the best MRO [organization] in Brazil."

Acquired by PAG in late 2020, EFIX serves a broad range of commercial, defense and general aviation customers from its strategically located



facility in São José dos Campos, northeast of São Paulo. The company is certified by Brazil's National Civil Aviation Agency (ANAC) as well as EASA, and offers repair and overhaul services for various hydraulic, pneumatic and electrical components, starter generators and more.

According to Malato, the company's leaders draw on their previous experience in large MRO organizations and air operators to understand their

customers' needs and priorities. The rest of the team has extensive experience in aviation maintenance, allowing them to uphold the highest standards of quality in everything they do.

Those commitments were tested by Covid-19, but EFIX adapted quickly, enabling the company to remain open continuously throughout the pandemic.

"Since March 2020, the leadership team started working on a strategy to keep employees safe, and to ensure EFIX could remain open and continue serving customers," Malato recounted. While its facility stayed closed to visitors, EFIX used tools such as virtual meetings and WhatsApp to keep in contact with customers, in



addition to becoming more visible on social networks.

Now part of the PAG family, EFIX is increasingly specializing in starter generators to serve all models that equip general aviation aircraft in Brazil and South America. The company can also manage component repairs through other PAG subsidiaries, sell parts and offer exchanges at competitive prices.

Meanwhile, EFIX also plans to expand its capabilities with respect to landing gear, hydraulic servos and batteries, and open new fire extinguisher and oxygen workshops.

"EFIX Aviation Support's top priority is to support in-flight safety for its customers. This commitment is reflected in all of the company's activities," Malato said. On top of that, the EFIX team also has "passion and enthusiasm for aviation, commitment and consideration to all" — ensuring that the company remains more than just another MRO. ✨



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PRECISION ACCESSORIES & INSTRUMENTS

Precision Accessories & Instruments (PAI) is a world-class repair station operating from an 85,000-square-foot (7,900-square-meter) facility adjacent to Hartsfield-Jackson International Airport in Atlanta, Georgia. It is one of the few FAA repair stations to hold unlimited accessory, avionics and instrument ratings, and is an approved repair or distribution partner for numerous OEMs, allowing it to provide customers with true tip-to-tail support.

With \$52 million worth of inventory in stock, PAI is uniquely positioned to keep its customers flying. "We understand that every customer doesn't have a budget to stock rotatable spares, so if you are unable to send your unit in for service, PAI can offer a same-day exchange from one of our 100,000 lines of rotatable inventory," explained director of sales Adam Fett. With dedicated sales representatives and direct technical support, plus 24/7 live support for aircraft on ground (AOG) situations, PAI gets

customers what they need, when they need it.

PAI has always had a strong focus on those aircraft platforms that perform essential missions around the world. Starting in 2019, however, the company expanded its MRO capability and invested heavily to support the business jet market. In 2021 alone, PAI added over 1,400 mission-critical parts to its biz jet-specific rotatable pool.

Now, the company is preparing to renovate its facility to increase capacity, while being careful to minimize any impact on customers. "Though any facility update is difficult, we are being extremely sensitive to potential down time and are creating a multi-phase project," Fett said.



That stellar customer support, along with the company's high-quality, cost-effective products and services, has made PHP LATAM a standout in emerging aviation markets that traditionally have not received due attention. Private operators of helicopters and airplanes, regional airlines, government entities and some local brokers all count on the company as their one-stop shop for comprehensive support.

Like other companies in Latin America and around the world, PHP LATAM saw an immediate impact from Covid-19 and the associated curfews and shelter-at-home protocols. But it quickly found new ways to continue supporting its customers. "The most important

thing was to adapt to the new ways of staying in contact with our clients to take care of their business," Giraldo said.

Precision Heliparts Latin America

PHP Latin America (PHP LATAM) brings all of the products and services of Precision Aviation Group to customers in Latin American and the Caribbean, plus Spain and Portugal. The company can perform exchanges of components and accept material to be repaired in PHP's shops worldwide, all while speaking the customer's language.

"We have a dedicated multilingual customer service team ready to respond to our customers," said director of sales Juan Giraldo. "Our availability, quality and pricing are matched with the passion of our team to assist and give priority to our customers' demands. There is always someone available to speak in your native language and answer any request."



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