

FREE SUPPLEMENT! MRO EUROPE 2026

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**COMPONENT
OVERHAUL**

Repair or replace?

**PERSONNEL
PREFERENCES**

Training the next generation

**CUSTOM IT FOR
CONNECTED MRO**

Sorting out the software

CREATING COST EFFICIENCIES



In the MRO sector, keeping components in service as long as possible is a key way to reduce costs. This practice became even more crucial during the turbulence at the beginning of the decade. And despite a considerable turnaround since then, there is no room for complacency and carriers still need to watch every dollar they spend.

Thankfully for airlines, the market for component repairs is currently strong,

according to Scott Symington, chief commercial officer at AJW Group, a global parts supplier with its own repair shops. "It's been busy for the last few years, and I don't see that changing any time soon," he reports.

"The global fleet has continued to grow at more than 3% CAGR [compound annual growth rate] over the past three years, the average aircraft age is now around 15 years, and there are still approximately

17,000 aircraft sitting in the order backlog. More aircraft flying and older aircraft remaining in service naturally translates into higher component repair demand," Symington adds.

"We're seeing demand for component MRO at levels that would have been difficult to imagine a few years ago. Components that would once have been BER [beyond economic repair] are now being

ABOVE: Keeping components in service for as long as possible is a key way to reduce costs AJW GROUP

THROUGH COMPONENT REPAIRS



Many of the components on modern aircraft can undergo maintenance and repair several times before replacement becomes the only economic option. What's more, such repairs can play a vital role in an airline's financial performance



“More aircraft flying and older aircraft remaining in service naturally translates into higher component repair demand”

A strong market

Brian Boerstler, vice-president of sales for HEICO Repair Group, feels similarly about the component repair and overhaul market. “It remains very strong, driven by high aircraft utilisation and demand for aftermarket services,” he confirms.

“HEICO is well positioned because its Repair Group specialises in more than 32,000 aircraft accessory components, including hydraulic, electro-mechanical, pneumatic, avionics, electronic, power-generation and structural components.

“However, demand isn't simply about repairing more components. Airlines need to improve reliability, control maintenance costs and keep aircraft in service. HEICO can combine repair, PMA parts, DER solutions, distribution and asset management, giving customers alternatives to traditional OEM channels,” Boerstler explains.

“That breadth matters because the right answer is not identical for every removal. Depending on the component and the airline's operational requirements, the best solution may be a conventional

ABOVE RIGHT: *Scott Symington, chief commercial officer at AJW Group, says the market for component repairs is currently strong*
AJW GROUP

repaired, overhauled or managed differently because the economics have changed,” he continued. “The challenge is having sufficient inventory available to support customers while components move through the repair cycle. That's why access to inventory, repair capability and robust supply chains have become increasingly important to airlines looking to maintain fleet availability.”



"We're seeing demand for component MRO at levels that would have been difficult to imagine a few years ago"

overhaul, an engineered repair, an alternative replacement part, an exchange or inventory support."

Current challenges

Narrowing from the overall market, the HEICO VP addresses the biggest current challenges and opportunities for those who provide component MRO. "The principal challenges are turnaround time, material availability and the need to deliver greater reliability at a lower overall cost," he begins.

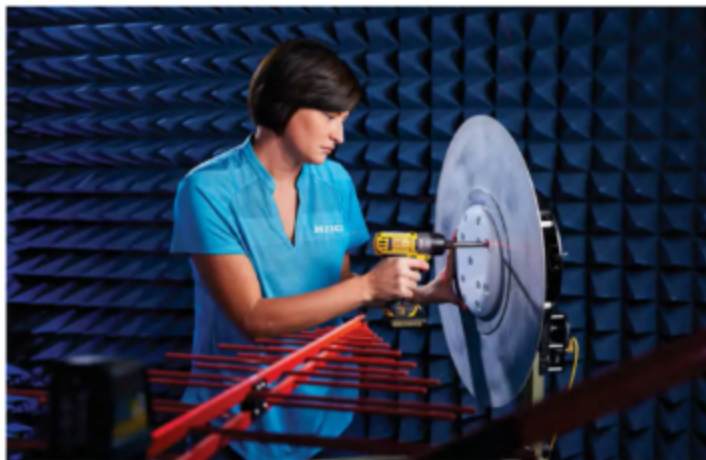
"Addressing them requires more than additional shop capacity. Providers must continue investing in engineering, tooling, testing and approved repair processes as aircraft, components and customer requirements evolve.

"The greatest opportunities are in the ability to repair components rather than replacing them. HEICO develops over 700 new FAA-

DER repairs annually and is the world's largest producer of FAA-PMA engine and parts, creating additional repair options for our customers," Boerstler notes. "The

MROs best positioned to succeed will be those who continue to add approved capabilities and deliver dependability, in order to adapt to the ever-changing needs of airlines."

ABOVE: HEICO's Repair Group specialises in more than 32,000 aircraft accessory components
ALL IMAGES HEICO
UNLESS STATED



LEFT: HEICO is able to combine repair, PMA parts, DER solutions, distribution and asset management, offering alternatives to traditional OEM channels



AJW's Symington has also been assessing the sector's challenges and opportunities. "OEM supply chains for certain critical piece parts continue to face challenges, while component

MRO capacity across the industry has yet to fully recover and, in some areas, may never return to previous levels," he observes. "As a result, effective long-term inventory planning

increasingly requires significant balance sheet investment and a willingness to commit capital well ahead of demand.

"At the same time, the industry is having to support two very different worlds. While there is considerable focus on new-generation aircraft programmes, many airlines continue to rely heavily on aircraft that have been in service for longer than expected. MRO providers therefore need the capability, inventory, and technical expertise to support both mature and next-generation platforms simultaneously," Symington explains.

"New aircraft programmes have created a further dynamic. Airframe manufacturers drove highly competitive pricing from component OEMs during the development of these platforms, with many suppliers subsequently relying on the aftermarket to generate long-term returns on that investment. As newer aircraft fleets continue to grow and move beyond warranty periods, OEMs are facing increasing repair volumes alongside rising operating costs and capacity pressures.

"For independent MRO providers such as AJW Group, these market conditions create a significant opportunity," Symington advises. "Airlines are increasingly looking beyond traditional OEM support models and seeking partners that can offer additional repair capacity, alternative repair pathways, greater flexibility and access to inventory. The organisations that can offer this breadth of support will be best

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ABOVE RIGHT:
Challenges for component repair include turnaround time, material availability and of course, cost

ABOVE MIDDLE:
Symington says that access to inventory, repair capability and robust supply chains has become increasingly important to airlines looking to maintain fleet availability
AJW GROUP

RIGHT: Brian Boerstler, vice-president of sales for HEICO Repair Group, says the greatest opportunities are in the ability to repair components rather than replacing them



"...demand isn't simply about repairing more components. Airlines need to improve reliability, control maintenance costs and keep aircraft in service"

positioned to help operators maintain aircraft availability while controlling maintenance costs.”

Adding to the programme

To deliver the attributes to which Symington refers, companies need to keep adding to their component repair programmes – be it in processes, techniques, materials, new repairs – and demonstrate that they help the airline customer’s bottom line. The CCO outlines recent developments at AJW Group.

“Over the past year we’ve expanded our component support, adding 40 additional product lines across



LEFT: MRO providers need the capability and expertise to work on both mature and next-generation aircraft simultaneously
AJW GROUP

BELOW: Component repair solutions offer airline customers more options if replacement parts are expensive or difficult to source



“The greatest opportunities are in the ability to repair components rather than replacing them”

RIGHT: Over the past year, AJW Group has been expanding its component support, adding 40 additional product lines across both older and newer aircraft models
AJW GROUP



BELOW RIGHT: HEICO too has added to its portfolio, which has allowed additional capabilities and product families to be brought in house



both mature and newer-generation platforms," he remarks. "We've also invested heavily in digital tools and data analytics to improve how we manage inventory and forecast demand. Our in-house inventory optimisation platform, Apollo, combines probabilistic modelling with inputs from PBH (power-by-the-hour) programmes, fleet plans, and live sales and trading demand signals, to help us make smarter decisions about stock positioning and availability. This allows us to better anticipate customer requirements, reduce delays, and improve component availability across our global network.

"Another area of focus has been supply chain resilience. Rather than relying on a single repair source or supply route, we're expanding our repair network and developing dual-sourcing strategies wherever appropriate," Symington adds. "By

maintaining multiple approved pathways for repair and component supply, we can reduce exposure to capacity constraints, material shortages or unexpected disruptions. For airlines, this translates into improved turnaround times (TATs), greater operational reliability, and lower costs associated with AOGs."

HEICO too has been adding to its portfolio. "Over the past year, we have expanded our component repair programme by developing new FAA-approved PMA parts and DER repairs, bringing additional capabilities and product families in-house," Boerstler confirms. "We have also invested in advanced tooling, testing and engineering processes that allow more components to be repaired rather than replaced, extending their useful life and reducing the risk of repeat removals.

"These capabilities, combined with HEICO's PMA parts, asset-management and inventory solutions, give airlines more options when replacement components are expensive or difficult to source," he emphasises. "Recent acquisitions have further broadened our technical capabilities and capacity. For customers, this can reduce maintenance and inventory costs, shorten TATs and limit the risk of aircraft downtime."

The variety of component overhaul options offered by these companies and their competitors is exactly the breadth of choice that airlines need as they focus on keeping costs under control and getting value for money for "every dollar they spend". ●●●

"OEM supply chains for certain critical piece parts continue to face challenges, while component MRO capacity across the industry has yet to fully recover and, in some areas, may never return to previous levels"



A stylized illustration of a woman with dark hair in a ponytail, wearing large black sunglasses, red lipstick, and a red circular earring. She is dressed in a dark blue business suit with a matching jacket and trousers. The jacket has a red pocket square and a row of five black buttons. She is holding a red and blue duffel bag with a white handle. The background features a large, faint gear-like shape on the left and a blue wave-like shape at the bottom. The overall color palette is dominated by blue, red, and white.

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