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FROM INR 729 CR IN Q1 FY2022**



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FLEET-WIDE IFEC EXPERIENCE
WITH PANASONIC AVIONICS**

AVIATION UPDATE

India's premier aviation monthly magazine

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**'To succeed is to turn
failure on its head'**
says Maria Dvaz Pawar



EXPLORATION IS THE KEY

**Mr. Ashok Gopinath,
CEO of GMR Aero Technic**

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My Dear Readers,

Preparation for the New Year is underway. The clock is ticking, and we'll all be ringing in the New Year in 2022 with more exciting news. Despite all the unpleasantness surrounding Covid-19, the year 2021 has provided us with a lot. As a result of your kind words and undying affection. In order to provide you with more and more aviation news, interviews, and the most up-to-date stuff, I am progressively moving forward.

As you all eagerly await this edition's cover story, I am very grateful. The Dubai Air show, the world's largest and most successful event in 2021, drew to a close following a series of major aerospace transactions.

An exclusive interview with "A guy of devotion and dedication" from the aviation sector is available here. Mr. Ashok Gopinath, CEO of GMR Aero Technic, with 28 years of expertise in aviation, which includes airline maintenance and planning shares his experiences with us. Aviation has seen a great deal of transformation, and this is true. Cabin workers and supervisors that consistently put in long hours and win over passengers with their kindness are few and far between. Interviewee Maria Dvaz Pawar is the originator of career success hubs.

With the entry of new carriers like Akasa Air and the restart of Jet Airways, Indian aviation would ascend to become the world's third-largest market. For the latest single engine turboprop entrant Beechcraft Denali, this could be an opportunity. The Air Cargo appointments and defense and military websites, as well as Aviation industry news briefs, may be of interest if you have time. And don't forget to read special story in the 'Careers' column.

As a thank you for your continued support, I look forward to launching many more editions in the future. It's time to say goodbye, till the next year. Keep a positive outlook. Wish for cleaner air and a pollution-free world. Stay safe while we say bye bye to this wonderful year.

Thanks

B. Kartikeya
Editor

■ AKASA AIR ORDERS 72 FUEL-EFFICIENT 737 MAX AIRPLANES TO LAUNCH SERVICE IN FAST-GROWING INDIAN MARKET



Boeing and Akasa Air, a brand of SNV Aviation, announced the new Indian carrier has ordered (72) 737 MAX airplanes to build its fleet. Valued at nearly \$9 billion at list prices, the order is a key endorsement of the 737 family's capability to serve the rapidly growing Indian market.

At the 2021 Dubai Airshow, Akasa Air CEO Vinay Dube said, «We are delighted to partner with Boeing for our first airplane order and thank them for their trust and confidence in Akasa Air's business plan and leadership team. We believe that the new 737 MAX airplane will support our aim of running not just a cost-efficient, reliable and affordable airline, but also an environmentally friendly company with the youngest and greenest fleet in the Indian skies.»

Dube added, "India is one of the fastest-growing aviation markets in the world with an unparalleled potential. We are already witnessing a strong recovery in air travel, and we see decades of growth ahead of us. Akasa Air's core purpose is to help power India's growth engine and democratize air travel by creating an inclusive environment for all Indians regardless of their socio-economic or cultural backgrounds.»

Akasa Air's order includes two variants from the 737 MAX family, the 737-8 and the high-capacity 737-8-200. Providing the lowest seat-mile costs for a single-aisle airplane as well as high dispatch reliability and an enhanced passenger experience, the 737 MAX will ensure Akasa Air has a competitive

edge in its dynamic home market.

"We are honored that Akasa Air, an innovative airline focused on customer experience and environmental sustainability, has placed its trust in the 737 family to drive affordable passenger service in one of the world's fastest-growing aviation regions," said Stan Deal, Boeing Commercial Airplanes president and CEO. "The 737 MAX, with its optimized performance, flexibility and capability, is the perfect airplane to establish Akasa Air in the Indian market and ensure it effectively grows its network."

■ ACCOR RENEWS PARTNERSHIP WITH INDIGO'S 6E REWARDS PROGRAM TO OFFER ACCELERATED TRAVEL AND STAY BENEFITS



Accor, the French hospitality group has renewed its ongoing partnership with IndiGo, the country's largest airline, to offer accelerated 6E Rewards, enhanced benefits and discounts on spends on stays and dining experiences across properties in India, Sri Lanka and selected hotels in Maldives.

Through this partnership, IndiGo's 6E Rewards members can now avail an exhilarating 15% discount, when they book directly with Accor and earn up to 6% 6E Rewards as feature partner on any spends across Accor properties in India, Sri Lanka & participating hotels in Maldives with brands such as Raffles, Fairmont, Sofitel, Pullman, Mövenpick, Grand Mercure, Novotel, Mercure ibis and ibis Styles. These offers are also valid at the newly launched Accor properties – Raffles Udaipur, Novotel Chandigarh Tribune Chowk and most recently launched ibis Mumbai Vikhroli.

Jad Doumet, VP Partnerships, India, Middle East & Africa and Turkey adds, "We are thrilled to renew Accor's partnership with IndiGo as it relays our intentions of providing the best hospitality service to guests across the nation. Accor operates an extensive portfolio of properties across the country- ranging from the economy to midscale, further to the premium & luxury segments, thus quenching our grail to cater to, and extend our offers to a larger audience. With our recent additions to our loyalty program — Accor Live Limitless - we now provide a range of extended offers on social gatherings as well as business events. This partnership consequently aligns our collective vision to provide our guests a memorable experience."

William Boulter, Chief Commercial Office, IndiGo adds, "We believe in opening access to extraordinary experiences and benefits through our 6E Rewards program. Accor has been a valuable partner, as we share the commitment to providing a memorable and hassle-free experience to our customers. We are pleased to extend our partnership with Accor to offer enhanced benefits, as we strive to offer the best service to our customers every single day."

■ SPICEJET'S BOEING 737 MAX TAKES TO THE SKIES AGAIN



SpiceJet welcomed back into operations its Boeing 737 MAX aircraft, the backbone of its passenger aircraft fleet, after a gap of around two-and-a-half years. SpiceJet, the only operator of the 737 MAX in the country, had signed a \$22 billion deal with Boeing for up to 205 aircraft in 2017 and has 13 of these planes in its fleet at present.

The airline will be deploying these aircraft on both domestic as well as international routes.

SpiceJet celebrated the return to service of the 737 MAX with a special flight from New Delhi to Gwalior on November 23 with the Hon'ble Union Minister for Civil Aviation, Shri. Jyotiraditya M. Scindia, CMD SpiceJet, Ajay Singh, President, Boeing India, Salil Gupte, senior aviation ministry officials and media persons on board.

Ajay Singh, Chairman and Managing Director, SpiceJet said, "I am extremely excited to see the 737 MAX, the mainstay of our fleet, back into operations. The return of the MAX will be a game-changer for SpiceJet and allow us to offer a vastly superior flying experience to our passengers. After the intense scrutiny this aircraft has gone through, I can say with full confidence that it's the safest aircraft to fly."

"The return of the MAX comes at the perfect time for SpiceJet. With passenger traffic picking up and the government allowing airlines to operate at full capacity, our new planes will allow us to expand our network ahead of the busy travel season and play a major role in our future expansion. With significant cost saving capabilities, we expect a significant reduction in our operating costs improving our bottom line."

"The 737 MAX is a key part of SpiceJet's sustainability focus and will dramatically reduce noise pollution and greenhouse gas emissions. Passengers will benefit from a large number of premium seats and broadband internet that we plan to offer on board."

■ JAIPUR INTERNATIONAL AIRPORT HANDED OVER TO ADANI JAIPUR INTERNATIONAL AIRPORT LIMITED ("AJIAL")



Jaipur International Airport handed over to Adani Jaipur International Airport Limited ("AJIAL"), at 00:00 hours on 11th October 2021 (midnight of 10.10.2021) for Operations, Management and Development through Public Private Partnership mode for a lease period of 50 years.

Through an international competitive bidding process, AEL had emerged as a successful bidder for the Jaipur International Airport and a Concession Agreement was signed by Airports Authority of India with AJIAL on 19th January 2021. As per the terms of the Concession Agreement, AJIAL shall be paying Airports Authority of India, a monthly concession fee of Rs.174 per embarking and disembarking domestic passenger. In case of international passengers, the concession fee shall be Rs.348 per embarking and disembarking passenger.

■ SPICEJET CUTS DOWN NET LOSS TO INR 561.7 CR IN Q2 FY2022 FROM INR 729 CR IN Q1 FY2022



SpiceJet cut down its net loss in the traditionally weak Q2 despite Covid-19 continuing to affect demand. On a standalone basis, the net loss was reduced to INR 561.7 crore as against INR 729 crore in the first quarter of FY2022. Total revenue was INR 1,539 crore for the reported quarter as against INR 1,266 crore in the last quarter. For the same comparative period, operating expenses were INR 2,100 crore as against INR 1,995 crore. On an EBITDA basis, loss was INR 106.5 crore for the reported quarter as against loss of INR 244 crore for the last quarter.

SpiceXpress continued with its upward performance reporting increased revenue of INR 497 crore for the reported quarter as compared to INR 473 crore in the last quarter, a jump of 5%. The reported

quarter though witnessed a negative cash flow as the continuing rise in fuel costs could not be passed on to our customers due to committed long term contracts. These have now been re-negotiated and corrected to suit the present operating cost environment.

Ajay Singh, Chairman and Managing Director, SpiceJet, said, "We have made excellent progress in our recovery and I expect this trend to continue forward in the coming quarters. With the nationwide vaccination drive growing at an unprecedented pace across geographies, there is a significant jump in travel demand and we are very excited about the demand recovery. The settlement with key lessors, the return of the 737 MAX in the current quarter (Q3), transfer of the logistics business and some very significant announcements lined up soon are all positive tailwinds that should have a significant impact on our long term plans."

"The return of the 737 MAX comes at the perfect time for us with passenger traffic picking-up and the government allowing airlines to operate at full capacity. We look forward to inducting additional capacity in the form of our 737 MAX aircraft that will upswing our operational efficiencies and provide significant cost saving capabilities."

In the reported quarter, SpiceJet received shareholders' approval to transfer its cargo and logistics services business to its subsidiary, SpiceXpress and Logistics Private Limited, as a going concern, on slump sale basis valued at INR 2,555.77 crore. The transfer of the logistics business once consummated will result in a one-time gain for SpiceJet wiping out a substantial portion of the company's negative net worth.

■ BOEING SIGNS PURCHASE AGREEMENTS WITH EMIRATES, AIR TANZANIA AND SKY ONE FZE



Boeing has signed multiple new purchase agreements with various airlines, including Emirates which has signed an order for two 777 freighters at the 2021 Dubai Airshow, expanding the future capability of one of the world's largest cargo airlines at a time of significant global demand for air freight. The freighters will be operated by Emirates SkyCargo, which currently operates an all-Boeing fleet of ten 777 freighters and also carries cargo on Emirates' 134 777 passenger airplanes.

The United Republic of Tanzania has ordered one 787-8 Dreamliner, one 767-300 Freighter and two 737 MAX jets at the Dubai Airshow. The airplanes will be operated by Air Tanzania, the national flag-carrier of Tanzania, to expand service from the country to new markets across Africa, Asia and Europe.

Boeing's wholly owned subsidiary Boeing Capital Corporation and Sky One FZE have signed a sales agreement for three 777-300 airplanes. Terms of the agreement were not disclosed. Sky One FZE is a privately held aircraft leasing company based in the United Arab Emirates. Sky One FZE has a diverse business portfolio, namely dry and wet leasing, maintenance, repair and overhaul services, pilot training, operations, Air Operator's Certificate management as well as spares and logistics. The firm has a strong focus on growing airlines in Africa, the Commonwealth of Independent States and India.

OVERLAND AIRWAYS AND EMBRAER SIGN ORDER FOR UP TO SIX E175 AIRCRAFT



Embraer and Overland Airways from Nigeria have signed a firm order for three new E175 aircraft, plus three purchase rights for the same aircraft model, at the Dubai Airshow. The 88-seat aircraft, with premium-class cabin configuration, will be delivered from 2023. The deal is worth US\$ 299.4 million at list price with all purchase rights being exercised. These aircraft will

increase domestic flight numbers and allow expansion of further regional routes.

Overland Airways' President and CEO Capt. Edward Boyo said, "We are confident that this is the right moment to invest, as regional aviation is on an optimistic post-pandemic recovery. Our customers will really enjoy all comfort in the E175 aircraft, and we appreciate our partnership with Embraer."

ALC ORDERS 111 AIRBUS AIRCRAFT – LAUNCHES SUSTAINABILITY FUND



Air Lease Corporation (ALC) has signed a Letter of Intent (LoI) covering all Airbus jet families, highlighting the power of the company's full product range. The agreement is for 25 A220-300s, 55 A321neos, 20 A321XLRs, four A330neos and includes seven A350Fs. The order which will be finalised in the coming months, making Los Angeles-based ALC one of Airbus' largest customers and a lessor with the biggest A220 order book. Founded in 2010, ALC has ordered a total of 496 Airbus aircraft to date. With this order ALC and Airbus are launching a multi-million-dollar ESG fund initiative that will contribute towards investment into sustainable aviation development projects that will, in the future, be opened to multiple stakeholders from the aircraft leasing and financing community and beyond.

"With this major order, we underscore our confidence not only in the strong future and growth of global commercial air transport, but in ALC's business model, in our specific aircraft purchase decisions including, for the first time, the new A350 Freighter and finally, in our long-term view, that ordering new aircraft is an optimum investment of our shareholder capital," said John Plueger, Air Lease Corporation CEO and President.

"Moreover, we and Airbus hereby announce the first-ever joint ESG initiative in aircraft procurement by creating a multi-million-

dollar fund for sustainable aviation development projects critical to the future".

VISTARA OPERATES INAUGURAL NEW DELHI-PARIS NON-STOP FLIGHT



Vistara operated its first non-stop flight to Paris CDG (Charles de Gaulle) airport. Under the air bubble agreement between India and Europe, Vistara will fly twice a week between the two cities – on Wednesdays and Sundays. Bookings for the flights are open on all channels, including Vistara's website, mobile app, and through travel agents.

On this occasion Leslie Thng, Chief Executive Officer, Vistara, said, "Paris is one of the most popular destinations in Europe and CDG an important airport for any airline intending to serve the region. Given the strong economic and cultural ties there is a high demand for direct connectivity between India and France, and therefore Paris fits our network very well. We are delighted to expand our global footprint as we bring India's finest airline to Paris."

DHL EXPRESS PLACES ITS LARGEST BOEING CONVERTED FREIGHTER ORDER TO DATE



DHL Express (DHL) and Boeing announced that the logistics company placed a firm order for nine more 767-300 Boeing Converted Freighters (BCF). Representing their largest single 767-300BCF order to date, the additional freighters will help expand DHL's long-haul intercontinental fleet in response to increased global demand for cargo capacity.

"We are confident in the quality and OEM expertise that comes with Boeing's converted freighters," explains Geoff Kehr, senior vice president, Global Air Fleet Management, DHL Express. "The additional B767 freighters are part of our efforts to modernize DHL's long-haul intercontinental fleet in order to fly eco-friendlier and more cost-efficiently. Our goal is to enhance our well-connected global network whilst reducing carbon emissions and fuel consumption to benefit the environment, partners and customers alike."

DHL has taken delivery of seven of a batch of eight 767-300BCF, that have been leased to DHL partner airlines in the Middle East and Latin America to support its expanding regional networks.

"We are pleased that DHL continues to expand their 767-300BCF fleet to help meet the growing demand for their global logistics and cargo business," said Hssane Mounir, Boeing's senior vice president of Commercial Sales and Marketing. "The versatility of the 767-300BCF makes it the preferred medium widebody converted freighter for both the general and express cargo markets, ensuring DHL will have the capability, reliability and efficiency they need to capture growth opportunities and maximize their air cargo operations."

AMERICAN AIRLINES EXPANDS ITS FOOTPRINT IN INDIA WITH THE LAUNCH OF NEW NONSTOP SERVICE FROM NEW YORK TO NEW DELHI



In response to the growing travel demand between the United States and India, American Airlines on November 15 announced the launch of new nonstop New York to New Delhi service on a Boeing 777-300 beginning November 12, 2021. The airline, which received approvals and permissions both from the Indian and the US Governments, will fly an aircraft configured with 8 Flagship first-class lay-flat seats, 52 Flagship business lay-flat seats, 28 premium economy recliner seats, and 216 main cabin seats.

The flights to New Delhi will conveniently connect customers to India's capital with daily service to New York. With its Qatar Airways partnership and planned codeshare with IndiGo, American will offer customers the fastest growing network from the United States to India than any other airline partnership program.

Molly Wilkinson, Vice President – Regulatory & International Affairs, American Airlines, "We wish to thank the Government of India for the approvals under the air bubble protocols and permission to launch new service to India. With the launch of this new route from New York to Delhi, and in partnership with IndiGo we will provide world class travel options to address the existing passenger demand in both countries. With the easing of travel between global destinations, and with more routes and options being made available soon, international travel is expected to gain huge momentum."

PRATT & WHITNEY CANADA RECEIVES TRANSPORT CANADA TYPE CERTIFICATION FOR THE PW812D ENGINE WHICH POWERS DASSAULT'S FALCON 6X



Pratt & Whitney Canada, a business unit of Pratt & Whitney, announced on December 1 that Transport Canada Civil Aviation has type certified the PW812D turbofan engine that will power the Dassault Falcon 6X business jet.

"We are pleased with the announcement by Transport Canada that the PW812D engine has reached this key certification milestone," said Maria Della Posta, President of Pratt & Whitney Canada. "We successfully achieved the engine design and program schedule milestones by working closely with Dassault since the launch of this great program."

"We congratulate Pratt & Whitney Canada on receiving its type certification for the PW812D engine," said Eric Trappier, Chairman and CEO of Dassault Aviation. "It's a major step forward in fuel efficiency, maintainability and performance, helping make the 6X an outstanding new Falcon. With this milestone and the aircraft's test program progressing smoothly, we are on track for a successful and timely entry into service of the Falcon 6X."

The PW812D engine has shown exceptional performance during testing with more than 4,900 hours of engine testing, including 1,150+ hours of flight testing and 20,000 hours on the engine core. With the total PW800 family, more than 130,000 hours of testing and field experience have been conducted, including close to 40,000+ hours of flight testing. The PW800 engine shares a common core with the Pratt & Whitney GTF engine which has flown 11+ million hours since its launch in 2016. The PW800, which is a clean sheet

design, is the most modern, efficient and environmentally responsible engine in its class. Using the most sustainable and high-performance technologies, the engine offers double-digit improvements in fuel burn, emissions and noise as compared to the current generation of engines. The PW800 engine also incorporates the latest generation of technologies, from advanced design features to innovative maintenance functionality.

■ EMBRAER PRESENTS THE ENERGIA FAMILY - FOUR NEW AIRCRAFT CONCEPTS USING RENEWABLE ENERGY PROPULSION TECHNOLOGIES



Brazilian plane manufacturer Embraer has just unveiled its latest-technology Energia family of four renewable-energy-propulsion aircraft. The concepts are the fruits of Embraer’s collaboration with an international consortium of engineering universities, aeronautical research institutes, and small and medium-sized enterprises in order to better understand energy harvesting, storage, thermal management and their applications where sustainable aircraft propulsion is concerned.

The four aircraft in question vary in size and design, capable of carrying between nine and 50 passengers. The Energia Hybrid with expected technology readiness in 2030 will have hybrid-electric propulsion, reduce CO2 emissions by 90%, will have nine seats and a rear-mounted engine. The Energia Electric will have full electric propulsion, zero CO2 emissions, nine seats, an aft contra-rotating propeller, and will be technology ready by 2035. The Energia H2 Fuel Cell will have hydrogen electric propulsion, zero CO2

emissions, 19 seats, rear-mounted electric engines, and will be technology ready by 2035. The Father of the family is the Energia H2 Gas Turbine with hydrogen or SAF/ JetA turbine propulsion, up to 100% CO2 emissions reduction, 35 to 50 seats, twin rear-mounted engines and a technology readiness in 2040.

Currently each of the four aircraft is undergoing evaluation for its technical and commercial viability. While the Energia concepts are still on the drawing board, Embraer has already made advances in reducing its aircraft emissions, having tested drop-in sustainable aviation fuel (SAF), mixes of sugarcane and camelina plant-derived fuel and fossil fuel, on its family of E-Jets. The company is targeting to have all Embraer aircraft SAF-compatible by 2030.

■ SINGAPORE AIRLINES UPGRADES FLEET-WIDE IFEC EXPERIENCE WITH PANASONIC AVIONICS



Panasonic Avionics announced an agreement with Singapore Airlines that will provide a seamless and harmonized in-flight entertainment and connectivity (IFEC) experience across the airline’s widebody and narrow body fleets. Singapore Airlines has selected Panasonic Avionics’ eX1 IFE solution for its new fleet of 37 Boeing 737-8 aircraft. The system features full-HD seatback monitors in both the Business Class and Economy Class, complete with capacitive touch screen displays and USB charging ports. Each Business Class seat’s IFE comes with an additional handset and in-seat power outlets.

Singapore Airlines has also selected

global in-flight connectivity services from Panasonic Avionics which can deliver average speeds up to 100 megabits per second (Mbps) to the aircraft, with peak speeds reaching 200 Mbps and higher. The airline’s in-flight connectivity experience, powered by Panasonic Avionics’ global network of high-speed, high-bandwidth satellites will deliver a host of next-generation connectivity benefits, including fast internet and in-flight mobile phone services. This will enable the airline to meet the growing connectivity demand of travellers today and into the future.

The passenger experience made possible by these IFEC solutions also includes the company’s immersive 3D in-flight map platform, ArcTM. This visually stunning, in-flight map experience brings a wide range of innovations to the traditional map application, helping to increase overall customer engagement and loyalty made possible through a fully integrated IFE and connectivity system. The agreement with Singapore Airlines represents the first launch of Panasonic Avionics’ Arc map platform on the 737-8 platform.

Ken Sain, Chief Executive Officer of Panasonic Avionics Corporation, said, “Our eX1 solution, connectivity and Arc map capabilities brings the full power and potential of in-flight entertainment and connectivity into the narrow body cabin, and will ensure that Singapore Airlines can offer an amazing and consistent passenger experience across its fleet.”

This agreement with Singapore Airlines is the latest milestone in a 26-year partnership that has seen the carrier select Panasonic Avionics’ IFEC solutions for its widebody fleet. Earlier this year, the airline became the launch customer for Panasonic Avionics’ new Marketplace digital ecommerce platform.



The digitalisation of aviation services

Working in the cockpit has become increasingly computerized as a result of digitization. To better prepare for the future of the cockpit, pilots now have access to a linked ecosystem of applications, services, and documentation. The use of digital technology improves operational efficiency as well.

Data conversion into digital format is all it means on one side, but digitalization is much more complicated. Of course, airlines have a variety of alternatives for getting started, such as adding digital functionalities to current products and services or integrating new digital solutions into the present portfolio that they already provide.

Digitalization has the potential to upend well-established corporate structures. However, airlines might begin with a variety of alternatives, such as digitally enhancing current products and services or adding new digital solutions to the portfolio. Rather than reinventing digitalization, airlines should enlist the aid of capable, forward-thinking partners to put the advances made available by digitalization into practice.

Digitalization of Airport for passengers

Digital procedures like online check-in and

real-time flight information for passengers have already been implemented by the majority of airlines today. According to several research, airlines perform miserably when it comes to implementing new goods on a technological level. Some of this might be attributable to outdated IT infrastructure or a dearth of staff who are familiar with digitalization. When it comes to aviation prospects, airlines need to get on board quickly if they don't want to get left behind.

Creation of something fresh models of business, the potential for improving profitability through enhancing distinctiveness as well as reducing costs, only a small portion of the savings may be attributed to increased efficiency.

There aren't many of these changes. There are excellent people out there. A few instances of airline investments in new technologies as a result of digitization, for example, Labs". These partnerships help new businesses get off the ground companies the opportunity to come up with new ideas, design products, and explore new avenues in several fields; and the use of such facilities can benefit airlines' accomplishments.

Cloud services, data centers, wireless onboard crew services, and autonomous

data management are all essential components in achieving digitalized airline operations, and carriers worldwide are making progress toward achieving their digital transformation goals by investing in them.

Flight Digitalization

According to industry experts, sensors, equipment, and IT systems may be linked to analyze data, enabling quicker, more flexible, and more efficient operations. However, many of these executives are perplexed as to how digital approaches might assist them in achieving their strategic goals.

Digital technologies and services, such as mobile boarding cards and text message notifications, are enhancing the traveler's experience at many airports. Airline Digital Business Process Management (BPM) manages business processes influenced by digital transformation, which is part of the airline IT department.

Strategic digital improvements

Strategic digital improvements offered through various user-friendly airline software and service offerings give airlines immediate and long-term advantages in flight operations.

Trip attendants may help airlines run more efficiently by helping out with the many tasks that arise at various points throughout the flight.

As a result of digitization, cockpit work has become increasingly automated. The future flight deck will be defined by a networked ecosystem of apps, services, and documentation becoming more readily available to pilots. Targeted applications allow pilots to get valuable information from a single portable device. These can help an airline with operational efficiency, situational awareness, cooperation, and safety standards in its customized digitalized portfolio. Pilots can significantly decrease their workload by going digital. Using a gadget that connects at the gate, for example, to upload briefings or submit reports digitally removes administrative layers.

What role does digitization play in increasing the efficiency of airlines?

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Data analysis

By offering graphically enhanced views of market-leading meteorological data, apps that improve cockpit awareness may help facilitate more flexible and responsive operations, as well as safer and more cost-effective flight paths. We know that aircraft disruptions cost the airline industry \$60 billion each year. Therefore we must minimize this risk.

Because of this, many pilots and ground operators have had to become accustomed

to working remotely and benefit from establishing a unified digital environment for airline application testing. Better flight performance may be accomplished by ensuring that everyone participating in flight operations, no matter where they are located, has the same viewpoint on airline information.

Smart fuel tracking makes it easier to spot faults or areas for improvement since more people are looking at the same data. Cabin crew may save time by adopting a digital apps suite, which frees them to focus on customer care instead of administrative tasks.

A final thought

As a result of the millennial generational shift, people now expect to use technology in all parts of their lives, including when traveling. Airports and airlines will see a dramatic change in how passengers interact because digital travelers want increased automation and control over every step of their journey. 83 percent of airport and airline IT leaders predict that this generational shift would have the largest influence on their passenger solution strategies by 2025, according to a recent research



Exploration Is The Key

says Mr. Ashok Gopinath, CEO of GMR Aero Technic in an exclusive interview



Despite the prevailing conditions, Aero Technic division has been improvising its portfolio continuously. How are you able to take up the new challenges while managing the existing situations?

Over the years, we have acquired expertise in handling heavy maintenance checks. Although, due to less flying in pandemic situation, normal maintenance checks were postponed, airlines were focusing more on returning aircraft to Lessors. During this challenging time, we have done End of Lease checks to support airlines to return aircraft to Lessors.

Going with your spree of adding new services and proceedings, what can you say about the happenings within the MRO division?

Domestic airlines are required to send heavy components out of the country during End of Lease checks for maintenance. Airlines incur huge transportation cost because of shipping components out of the country for maintenance. We would like to focus on increasing our component capability over the years. This will help airlines reduce Turnaround Time and save shipping cost.

We would like to hear a bit more about the proceedings on GMR`s investment for the expansion of Hyderabad`s RGIA. Any plans for the expansion of Aero Technic`s verticals included?

We are exploring new avenues / capabilities / segments to develop capabilities and competence on.

GMR School of Aviation is already in the works. Why don't you share with us the trainings that are planned and the benefits students can enjoy learning within your eco-system?

Initially we will be providing Ab-Initio training on Aircraft Maintenance under DGCA India and EASA Part 147 and get it accredited from National Aviation University under a graduation program. Subsequently, we shall include courses to impart Aircraft type training and industry specific skill development training programs for Aerospace industry in the region.

What are your goals and plans for the GMR Aero Technic in the next 3-5 years period?

As mentioned above, we are evaluating new segments / capabilities in line with the growing requirements from MROs. Based on the increasing fleet size of the domestic airlines, we shall explore adding more lines for maintenance checks.

What are your wishes for the best future of Aviation industry?

With the government focused on growth of the Aviation industry, including the MRO segment under our PM's Atmanirbar scheme the future looks bright. The foray of new airlines such as Akasa Air and re-starting of Jet Airways, will see the Indian Aviation soaring to become the third largest market in the world.





IDAIR reveals management moves

IDAIR has announced a series of new senior manager appointments. As of 1 January, Luigi Celmi will become the new Chief Executive Officer. Before joining IDAIR he was the CEO of Lufthansa Technik Services India and prior he had been the Managing Director of ATR (an Airbus JV) in Singapore.

“Luigi is a great personality, a strong business leader and I am convinced that with his customer focused mind and his vast industry experience he is the perfect fit to continue IDAIR’S success story. As CEO he will be committed to position IDAIR in the VVIP market as an innovator of CMS and IFEC solutions and provider of customised software solutions. Moreover, he will build on IDAIR’s strong reliable existing and new partnerships as well as explore potential business opportunities and new markets,” said Christiane Grude, Senior Director Original Equipment Innovation at Lufthansa Technik AG, and IDAIR Advisory Board member.

“To move to Hamburg to join IDAIR is a great step and opportunity. I’m looking forward to lead IDAIR and to further develop the newly set paths in the challenge of customising the next generation of ever evolving entertainment and communications systems. With our international team of VIP aviation experts, software engineers and program managers we want to offer our customers an exceptional IFEC experience, just like a smart home and office in the sky, to the VVIP market and beyond while expanding IDAIR’s overall competence,” commented Luigi Celmi.

After six years of restructuring and leading IDAIR Dr Wassef Ayadi has been appointed as Senior Director Customer Relations and Sales Support Services for the business segment Original Equipment & Special Aircraft Services at Lufthansa Technik AG and will remain in an advisory role for IDAIR.



Alaska Airlines promotes Diana Birkett Rakow to Senior VP Public Affairs and Sustainability

Alaska Airlines has promoted Diana Birkett Rakow to Senior Vice President of Public Affairs and Sustainability, in a move that underscores the airline’s commitment to lead the aviation industry with ambitious and measurable goals to protect the places the carrier flies and to support the people and communities it serves.

Birkett Rakow joined Alaska in 2017 and has led the establishment and pursuit of the airline’s climate strategy and strengthened Alaska’s Environmental Social Governance (ESG) programme as a whole. Her previous title was Vice President of External Relations. In April 2021, the airline announced 2025 ESG goals across the most important areas of impact for the company, including near-term goals to be the most fuel-efficient US airline by 2025. The company also set a five-part path to net zero carbon emissions by 2040, joined the Climate Pledge and established Alaska Star Ventures to identify and enable technology that can accelerate its path to net zero. That strategy leverages operational best practices and next-generation disruptive technology to transform and reduce the long-term climate impact of aviation.

Pratt & Whitney Appoints Graham Webb as Chief Sustainability Officer to Further Advance Sustainability Initiatives

Pratt & Whitney announced Graham Webb has been appointed to the newly created position of Chief Sustainability Officer.

In this newly created role, Webb will coordinate the execution of Pratt & Whitney's sustainable propulsion technology roadmap and strategy, focused on securing funding from government and industry partners, communicating Pratt & Whitney's sustainability capabilities and achievements to key constituencies.

"Pratt & Whitney has been dedicated to powering sustainable aviation for decades, from running hydrogen-fueled turbine engines in the 1950s and testing and certifying our engines to run on sustainable aviation fuel in 2006, to the launch of the Geared Turbofan engine, to the recent announcement of our hybrid-electric propulsion demonstrator," said Pratt & Whitney President Chris Calio. "Graham is highly respected throughout our industry and has deep knowledge of the technologies that will enable continued innovation in sustainable propulsion."

Most recently, Webb led the Geared Turbofan engine business program for the Airbus A220 and Embraer E-Jet E2 aircraft and previously served as chief engineer during the development of Pratt & Whitney's Geared Turbofan engines.

"The technologies for sustainable propulsion solutions we develop today will fly well into the future, so we have to set our course with precision," said Webb. "Continuing the company's legacy of applying the latest technologies and fuels to reduce aviation's impact on the environment—with the safety record we've established over decades—is the central tenet of our sustainability strategy."



Dr. Nadia Bastaki to Head Etihad Airways HR

Etihad Airways has announced the appointment of Dr Nadia Bastaki as Chief Human Resources, Organisational Development and Asset Management Officer, becoming the first-ever female chief at the national airline of the United Arab Emirates.

Prior to this role, Dr Bastaki served as a key member of the human resources leadership team as Vice President Medical Services since 2014, with responsibility for leading the aeromedical centre and ensuring the overall health and wellbeing of employees, as well as driving the diversity and inclusion, and corporate social responsibility programmes at Etihad Airways.

Dr Bastaki joined the national airline in 2007, becoming the first female UAE national to specialise in aviation medicine, and has been a key figure in developing the Etihad Airways Medical Centre into a region-leading aeromedical centre.

Tony Douglas, Group Chief Executive Officer, said: "Dr Bastaki has played a pivotal role in developing our world-class healthcare system at Etihad Airways and looking after our employees over the past 15 years, and we are delighted to welcome her to her new role.

"Dr Bastaki's astute leadership throughout the COVID-19 crisis was a defining factor in how successfully we navigated the pandemic. She brings a deep understanding of the industry to the role along with a wealth of executive leadership experience in human resources and medical services, at a time when employee health and wellbeing were never as important."

During the pandemic, Dr Bastaki played a central role in overseeing the airline's health and safety response to the global crisis and directly coordinating with the National Emergency Crisis and Disasters Management Authority, the General Civil Aviation Authority and SEHA.

Dr Bastaki said: "I am delighted to take on this new role and look forward to continuing to build a highly-engaging employee experience and inclusive work culture at Etihad Airways. Our people are our most valuable asset and will be the key to our success as we continue to recover from the global health crisis."



Nikolay Kolesov Appointed as Head of Russian Helicopters

Nikolay Kolesov, former head of Concern Radio-Electronic Technologies, has been appointed Director General of Russian Helicopters. Andrei Boginsky, Kolesov's predecessor who had held the position since 2017, transferred to the United Aircraft Corporation as the Deputy Director General for Civil Aviation and as the Director General of the Irkut Corporation.

The appointment comes at a time when Russian Helicopters is developing large-scale civil aviation programs and promoting new types of rotorcraft. While the process of getting type certificate for the Ka-62 helicopter is currently on, flight tests of the upgraded Ka-226T has commenced. Flight tests of the newest "offshore" Mi-171A3 are set to begin.

"The holding is now one of the global leaders in the helicopter industry," said Kolesov. "In order to strengthen its positions, we have to complete numerous ambitious tasks. I would like to thank the previous management for their contribution to the company's development — by now, the holding has accumulated a significant portfolio of firm orders for 525 helicopters. We must ensure that the existing contracts are unconditionally fulfilled, and proceed with several important rotorcraft development projects for the civil segment."

Kolesov had been the head of Concern Radio-Electronic Technologies since 2009. Under his leadership, the Concern became the leading developer and manufacturer of avionics equipment for all types of aircraft. More than 850 items of aviation electronic warfare equipment were produced, including helicopter-based ones, as well as electronic countermeasures systems for planes and helicopters. The Concern also produces civilian electronics, including electric charging stations, medical equipment, etc. In 11 years, the company's output of civilian products has increased more than 20-fold, from 2.3 billion rubles in 2009 to 47.4 billion rubles in 2020. Under Boginsky's leadership, Russian Helicopters implemented a number of promising civilian projects and achieved record sales of civil rotorcraft, increasing its share in total sales volume from 8.4% in 2016 to 46% in 2020. The company now ranks second in the world in terms of total sales volume over the past 5 years.

Harald Gloy to leave Lufthansa Cargo executive board at the end of February

Lufthansa Cargo has announced that chief operations and human resources officer Harald Gloy will leave the company's executive board on 28 February 2022 "for personal reasons".

Gloy has served as chief operations officer since 1 January 2019 with responsibility for handling at Lufthansa Cargo's Frankfurt and Munich hubs as well as for global handling management, flight operations and security.

He took on human resources responsibilities on the board on 1 March this year, assuming the role of labour director. After February, Gloy will take on new professional challenges outside the Lufthansa Group.

"Harald Gloy has served more than 20 years and very successfully in various positions, first in the top management of Lufthansa Technik and since 2019 on the executive board of Lufthansa Cargo," said Lufthansa Cargo's chairman of the supervisory board and Lufthansa Group's chief human resources officer Dr Michael Niggemann.

"With his extensive experience in aviation and logistics as well as in managing large business units, he has continued to lead Lufthansa Cargo towards the future as part of the executive board team and contributed to Lufthansa Cargo's current great economic success."

Lufthansa Cargo credited Gloy with driving forward modernisation of the company over the past three years, including an infrastructure programme featuring further development and renovation of the logistics centre at its home hub in Frankfurt. He also guided the transition to an all 777 freighter fleet in flight operations. In his remaining term of office, Lufthansa Cargo said he would implement the introduction of the company's first A321 freighter in cooperation with Lufthansa Cityline.

A decision on a successor will be made in due course, Lufthansa Cargo said.



Show of mega-deals, the Dubai Air Show 2021 has come to an end

November 14 to 18, Al Maktoum International Airport at Dubai World Central hosted the largest-ever Dubai Airshow 2021, which drew 1,200 exhibitors, including 371 new firms. For the first time, 13 countries took part in the event, cementing its status as a global event. More than 160 of the world's most modern aircraft were on display during the event, both on the ground and in the air. The 17th edition of the worldwide show is the first major global aerospace exhibition to be staged since the outbreak of the coronavirus pandemic, demonstrating that the globe is beginning to return to normalcy. At the Dubai Airshow, the MQ-9 Reaper and F-35 Stealth Jet Deals are in the spotlight, while Russia's Su-75 Checkmate steals the show.

After five days and a total of over Dh286 billion in sales, the Dubai Airshow 2021 comes to an end

According to the event organizer, Tarsus Middle East, this year's airshow would

have featured more than 20 country pavilions as well as an aircraft display of over 160 commercial, military, and private jets, including the latest Boeing 777x and Bombardier Global 7500.

For the first time, the Czech Republic, Belgium, Brazil, Slovenia, and Israel participated in the international aerospace event, which has been held since 1989.

Commercial and defense contracts totaling more than Dh286.5 billion (\$78 billion) have been inked at the Dubai Airshow 2021, the world's largest aviation event since the breakout of the Covid-19 epidemic.

Global aerospace professionals convene at Dubai Airshow, one of the world's largest and most successful air exhibitions, to facilitate effective global trade. When it comes to the aerospace

industry, Dubai continues to exceed the rest of the world in terms of growth and development. In order to take advantage of this growth, exhibitors and spectators join the Dubai Airshow. This is the biggest stunt show.

- When it comes to adaptability and agility, India's Tejas is unbeatable. The Dubai Air Show in 2021
- At the Dubai Air Show 2021, the Indian Air Force's HAL-built LCA Tejas displayed awe-inspiring flying manoeuvres.
- Boeing and Airbus, with the help of their airline partners, are the primary attractions in commercial aviation. At the same time, lesser firms such as Embraer and Irkut Corporation aspire to secure orders for their rival products and provide airlines with a viable alternative to the industry's most powerful players.
- AMMROC, a regional provider of



military MRO services and an EDGE Group subsidiary, announced the signing of a non-binding Memorandum of Understanding (MoU) with Leidos, a U.S.-based provider of technology, engineering, and science solutions.

- As part of a preliminary MoU, AMMROC's Maintenance and Logistics Center in the United Arab Emirates, Middle East, South East Asia, and Africa (SAMENA) region will be able to pursue regional USG business, including the provision of specialist manpower, thanks to their complementary resources and capabilities.

Looking at the biggest deals from the five-day aviation summit

- Airbus, a European aerospace company, had the most orders during the event, with 269 firms and 139 pledges.
- Airbus A321neo Family aircraft valued at Dh121 billion (\$33 billion) were ordered by Indigo Partners portfolio airlines on day one of the events. This was the largest order ever placed at a five-day airshow.
- Air Lease Corp., based in the United States, has agreed to purchase 111 Airbus planes, including the new A350 Freighter, for a total of Dh55 billion (about \$15 billion). Ibom Air became a new customer of Airbus on the third day, with a solid order of 10 A220s, and Jazeera Airways ordered 28 A321neos.
- This year's Dubai Airshow saw several orders for Boeing aircraft, including

a Dh33 billion contract with Indian airline Akshaya Air. With Emirates SkyCargo, it agreed to sell two freighters, while with Air Tanzania, it secured a deal for four aircraft.

- Rolls-Royce Trent 700 Engine MRO Services to be Offered by EDGE and Sanad
- With Mission+, Airbus introduces the industry's first fully integrated Electronic Flight Assistant.
- The UAE Ministry of Defense also signed contracts for Dh22.5 billion with European, American, and Asian contractors and suppliers during the airshow.
- An Abu Dhabi-based advanced technology firm Edge Group's subsidiary GAL has received an enormous contract for Dh11 billion from the UAE Air Force and Air Defense (AFAD) on the first day of the Airshow. King Khalid International Airport has signed an MoU with Honeywell to study the use of Honeywell technologies that enable integration and automation to boost efficiency, predictability, and safety in its airport operations while also minimizing environmental impact.
- At the Dubai Airshow, flydubai took part in an official formation flight to commemorate the 50th anniversary of the United Arab Emirates' independence.
- The Tunisian Air Force has signed a contract with EDGE for C-130 PDM and Upgrades.
- Jazeera Airways of Kuwait has placed an order for 20 Airbus A320neos and

8 A321neos, valued at around \$3.3 billion at list prices.

- A total of Dh143 million would be spent by Pakistan's Global Industrial & Defence Solutions on ammunition for the Joint Air Command.

UVision's booth at the Dubai Airshow (#892) offered the following systems:

Developed and built by UVision, the Hero-30 loitering munition system has a high level of precision attack and abort capabilities. As a result of this simple to use technology, front-line forces can commence operations and respond quickly and accurately to any enemy target or threat that occurs. High tracking precision and lock-on, last-second mission abort, second attack attempt, or target change are just some of the unique capabilities of the Hero-30. A wide range of operational scenarios are well-served by its several installation options (man-packed, vehicle-mounted or stationary)

At the Dubai Airshow, Sanad signs important deals

- An agreement has been inked between Sanad and Lufthansa Technik Middle East (LTME to create innovative and technology-based solutions for the aviation industry's maintenance, repair, and overhaul (MRO) operations in the Middle East.
- Agreement between Middle East Propulsion Company (MEPC) and GAL, a prominent regional provider of complete aviation sustainment solutions for military and civilian aircraft, will see Rolls-Royce Trent 700 engine maintenance services provided by both firms.
- GAL's Performance-Based Logistics contract with the UAE Air Force Air Defense will benefit from the partnership (AFAD).
- One of the world's largest and safest financial institutions, First Abu Dhabi Bank (FAB), has agreed to provide a new US\$100 million evergreen revolving credit facility. Over the past decade, Sanad and FAB have financed more than US\$ 950 million in combined agreements.
- Industrial service capabilities from Sanad were made available to the

27 members of the Arab Air Carriers Organization (AACO) as part of a partnership agreement.

Industrial service capabilities from Sanad were made available to the 27 members of the Arab Air Carriers Organization (AACO) as part of a partnership agreement.

Etihad Cargo to Deploy AI-Powered Airfreight Loading

It has been announced that Etihad Cargo, the cargo and logistics division of Etihad Aviation Group in Abu Dhabi, has signed a proof-of-concept deal to use artificial intelligence (AI) technologies developed by Singapore-based SPEEDCARGO to increase cargo capacity on flights. After just two other airlines have used the CARGO EYE sizing system, Etihad Cargo is now one of only a few to test SPEEDCARGO's AI-powered CARGO MIND software solution, which allows for the most efficient use of cargo space while still adhering to all rules and business requirements. Cargo EYE and CARGO MIND are being tested by Etihad Cargo to see if they can transform airfreight operations, says Martin Drew, SVP Sales and Cargo at Etihad Aviation Group.

"The Proof-of-Concept will prove whether these upgraded SPEEDCARGO goods can boost efficiency, productivity, and revenue returns through digital technology solutions, with the intention of integrating them into our operations in 2022." Capturing images in real-time, CARGO EYE uses Microsoft's cutting edge Time of Flight sensing technology to accurately compute the dimensions of arriving cargo. This data is then effortlessly integrated into the warehouse management systems of existing customers. Goods MIND also receives data from the solution to precisely construct load plans, monitor and promote data compliance, and identify damaged cargo to decrease possible claims.

Agreement between GAL and AMMROC will ensure performance Based Logistics services

It was reported that EDGE subsidiary company AMMROC had signed a new long-term Depot-Level Maintenance (DLM) service contract with GAL, a prominent

regional provider of integrated aircraft sustainment solutions for military and civilian customers region. UAE Air Force and Air Defence will benefit from GAL's performance-based contract with the DLM (AFAD). As part of the agreement, AMMROC will assist GAL in providing AFAD clients with aircraft, engine, and component depot level repair services.

A New Manufacturing Agreement with STELIA Aerospace Has Been Signed by EDGE

STELIA Aerospace and EPI, a member of EDGE Group's Mission Support cluster, have renewed their contract. The precision engineering backbone of the UAE's aerospace and defense industry, EPI, has renewed its historical cooperation with Airbus subsidiary STELIA Aerospace to manufacture high-quality precision engineered metallic airplane components for the A320, A330, and a340 families of aircraft. There is little doubt that the agreed contract extension demonstrates the synergies between the two organizations. The statement was made during the Dubai Airshow, which is now taking place at the Dubai World Central.

Ansys had been showcasing its latest simulation solutions for the aerospace industry at the CES event

At this year's Dubai Airshow 2021, Ansys, a

global pioneer in engineering simulation, demonstrated its latest simulation technology to the aerospace industry. Propulsion systems from electric, hydrogen and turbo-machinery sources are being shown to clients and partners by Ansys.

"We are at this year's Dubai Airshow to demonstrate how our simulation engineering solutions help significant sustainability and decarbonization activities," Mariano Morales, Senior Manager, Technical Account Management, said. Aircraft systems that are safer and more environmentally friendly are being developed through the use of simulation, which reduces costs across the whole product lifecycle.

New Modularity and Mission Flexibility Has Been Introduced to EDGE's Munitions Range after Successful Integration Program

AL TARIQ, an EDGE Group subsidiary specializing in the design and manufacturing of precision-guided munitions (PGM), announced a series of milestone advancements within its product line at the Dubai Airshow 2021, including the successful integration of the AL TARIQ kit onto a 1,000 lb HSLD 450/Mk 83 bomb. In addition, the company has integrated a number of cutting-edge operating characteristics that considerably improve the mission capability of the AL TARIQ family of long-range (LR) precision-guided munitions.



Daher's Kodiak multi-role aircraft: 300 deliveries and going strong!

The Kodiak was introduced in 2007 as a new-generation short takeoff and landing aircraft capable of bringing services and heavy supplies to the most remote regions on the planet. Today, Kodiak has earned its reputation as an ultra-modern, ultra-safe and extremely versatile aircraft with applications across the business and general aviation sectors, as well as in a wide range of duties that include humanitarian, medical evacuation, and in the utility, governmental and special mission sectors.

Capable of taking off from unprepared strips of 1,000 feet and flying 1,000-plus miles with excellent operating economics, the Kodiak fills a niche between a helicopter and a business jet — able to haul passengers in refined luxury and integrating the capability of quickly converting the cabin to carry cargo, accommodate



stretchers for air ambulance service, deploy skydivers and many other applications.

"Every day around the world, Kodiak aircraft meet the mission: from delivering crucial aid in conflict zones to providing comfortable airlift for business and personal travel," said Nicolas Chabbert, the Senior Vice President of Daher's Aircraft Division, and CEO of Kodiak Aircraft.

Daher acquired the Kodiak product line

in 2019, and Chabbert reconfirmed the company's commitment to evolving and supporting the aircraft by further improving its capabilities and reinforcing the worldwide services network. With the acquisition, Kodiak joined Daher's TBM family of very fast turboprop aircraft, positioning the company as a leading manufacturer of general aviation airplanes and one of the world's three airframe producers with final assembly lines on two continents.

NetJets Doubles Down on Phenom 300 Series with New Deal

After successfully delivering over 100 Phenom 300s—one of NetJets' most requested aircraft—Embraer and NetJets, Inc. have signed a continuing deal for up to 100 additional aircraft, in excess of \$1.2 billion. As part of the deal, NetJets will begin taking delivery of the Phenom 300E in the second quarter of 2023, in both the U.S. and Europe.

NetJets first signed a purchase agreement with Embraer in 2010, for 50 Phenom 300 executive jets plus up to 75 options. With this new aircraft order, which includes a comprehensive services agreement, NetJets signifies their commitment to an enhanced customer experience and their trust in

Embraer's industry-leading portfolio and customer support network to deliver the ultimate experience to its customers.

"We are pleased to have signed this significant deal with NetJets, as our strategic partnership has been an integral part of Embraer's success for over a decade," said Michael Amalfitano, President & CEO of Embraer Executive Jets. "NetJets is recognized worldwide for the excellence of its operations and for providing an outstanding customer experience, so this continuing deal is an endorsement to the quality of our product and standards in performance, technology, comfort, and support. Embraer and NetJets share the same vision for business aviation, making the Phenom

300 series—the best-selling light jet for nine years in a row—an excellent choice."

"For years, the Embraer Phenom 300 has been an integral part of the NetJets fleet. With this order for the Phenom 300E, we continue to provide our Owners with the exceptional travel experiences they have come to expect, as well as continue our significant partnership with Embraer," said Doug Henneberry, Executive Vice President of Aircraft Asset Management at NetJets, Inc.



Gulfstream signs Clean Skies for Tomorrow ambition statement

Gulfstream Aerospace has signed the World Economic Forum's Clean Skies for Tomorrow 2030 ambition statement. It is the first business aircraft manufacturer to sign the statement, a declaration of intent to accelerate the supply and use of SAF technologies to reach 10 per cent of global jet aviation fuel supply by 2030.

"For more than 60 years, Gulfstream has moved business aviation forward, setting the standards for performance, innovation, safety and comfort," says president Mark Burns. "The Clean Skies for Tomorrow 2030 ambition statement is a call to action to grow the supply and use of SAF. We

are committed to continuing to use and promote SAF."

Gulfstream's focus on sustainability also includes modernisation of manufacturing and servicing facilities. Its three sustainability priorities are energy and emissions; operations and culture; and learning.

Since 2016, the company has purchased more than 1.4 million gallons of SAF and flown more than 1.5 million nautical miles on SAF. In July 2021, it became the first company to earn the National Aeronautic Association's Sustainable Wings certification, which recognises speed records set using SAF.

Many Gulfstream buildings have received the US Green Building Council's Leadership in Energy and Environmental Design Silver certification, and one is BREEAM certified, for a total of 2.2 million sq ft of green

buildings. Since 2014, its total square footage has increased by more than 25 per cent while its carbon emissions have decreased by 10 per cent. Gulfstream's Dallas facility has used 100 per cent renewable energy through the purchase of renewable energy credits since 2018.

"Gulfstream's continued commitment to sustainability is simply the right thing to do for our environment, our communities and our customers, and is crucial for our future as a company," adds Burns.



GE provides avionics and power systems for the new Gulfstream G400 and Gulfstream G800

GE Aviation is supplying the data concentration network, advanced power management system and health management system for the recently unveiled Gulfstream G400 and Gulfstream G800 business jets.

"We are excited to continue our technology collaboration with Gulfstream for the G400 and G800 aircraft. Gulfstream is a leader in business jets, and this proven technology has been a differentiator for the Gulfstream G500 and Gulfstream G600. We're working with Gulfstream to continue this leadership in the marketplace," said Brad Mottier, president of Systems for GE Aviation.

The data concentration network for the G400 and G800 is common from the G500 and G600 and builds on GE's common core system from the Boeing 787. The system provides a highly configurable integrated data network for the aircraft and offers a way to seamlessly connect avionics and manage aircraft functions. Using GE's tool suite, the data concentration network can be rapidly re-configured, enabling efficient integration and significantly reducing cost of change over the life of the airplane.

Working alongside this network on the G400 and G800 is GE's advanced power management system, also common with the G500 and G600. This system exploits GE's modular power tile which can be positioned around the aircraft to free passenger cabin space and reduce wiring needs as well as host utility function controls enabling the removal of dedicated, federated boxes.

"The power management system provides aircraft manufacturers with more configuration control through GE's tool suite and its pre-designed flexible architecture can significantly reduce integration risk across the aircraft life

cycle" commented Andrew Carlisle, vice president of Systems Sales and Commercial Operations for GE Aviation.

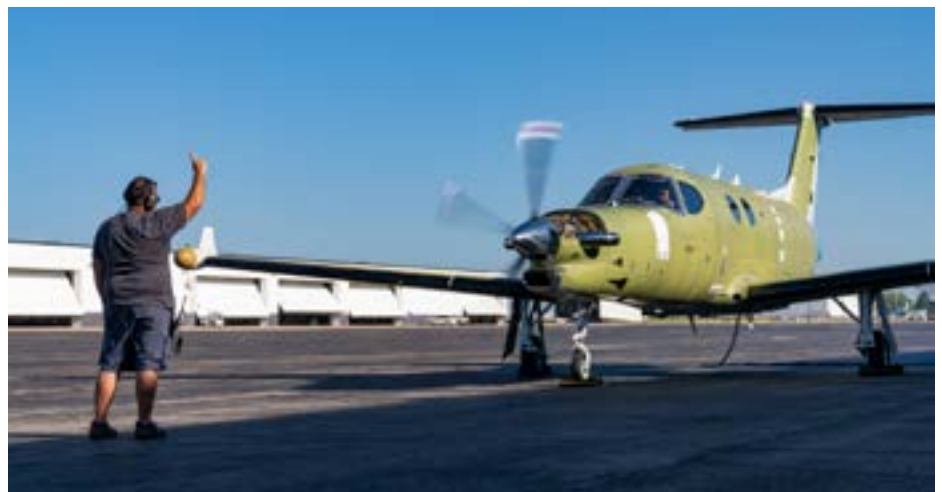
"The health management system on the G400 and G800 builds on GE's technology on the G500 and G600 and that powers Gulfstream's PlaneConnect™ system on the Gulfstream G650," added Carlisle. "The system will include enhanced compute monitoring of more than 9,000 parameters with real-time communications through satellite, Wi-Fi transmission and 4G/cellular."



Beechcraft Denali Enters Flight Test Phase with Landmark First Flight

Textron Aviation announced its new single-engine turboprop, the Beechcraft Denali, took to the skies for the first time. The milestone first flight is a major step for the clean-sheet design aircraft and begins the important flight test program that substantiates the segment-leading performance expected of the Denali.

"Today's landmark flight is not only a significant occasion for the Denali, it's a truly great moment for our employees, our suppliers and the customers who will be flying this aircraft," said Ron Draper, president and CEO, Textron Aviation. "With its more environmentally friendly engine and largest cabin in its class, this is an aircraft that will change the landscape for high-performance single-engine turboprop aircraft. Today's flight is just the beginning for what we anticipate will be a long list of important accomplishments as we prepare the aircraft for certification and customer deliveries."



Piloted by senior test pilot Peter Gracey and chief test pilot Dustin Smisor, the Beechcraft Denali prototype aircraft, powered by GE Aviation's new Catalyst engine, took off at approximately 8:20 a.m. from the company's west campus at Eisenhower International Airport. During the 2-hour and 50-minute flight, the team tested the aircraft's performance, stability and control, as well as its propulsion, environmental, flight controls and avionics systems. The aircraft reached an altitude of 15,600 feet and attained speeds of 180 knots.

"From the beginning of the flight to the end, the Denali was simply flawless," Gracey

said. "It's just a great aircraft to fly. The Catalyst engine was outstanding, and the aircraft performed to the levels we were anticipating. First flights really can't go more smoothly than this. We are really off to an excellent start for the Denali flight test program."

The Denali prototype aircraft, along with two additional flight test articles and three full airframe ground test articles, will continue to expand on operational goals, focusing on testing aircraft systems, engine, avionics and overall performance. The company is targeting certification for the Denali in 2023.

Comlux takes order for Dubai-based ACJ TwoTwenty

Famed for its FIVE hotels on the Dubai Palm and Jumeirah Village Circle, the group is involved in real estate, hospitality, investments, and philanthropy. Delivery of the green aircraft to the Comlux Completion Centre in Indianapolis will be in January 2022, with delivery of the finished aircraft the following year.

Comlux Aviation will operate the ACJ TwoTwenty commercially in partnership through an exclusive charter agreement under the Comlux AOC in Malta. The aircraft, registered 9H-FIVE, will be known as Nine-Hotel-FIVE.

Richard Gaona, executive chairman and CEO, Comlux, said: "The all-new business jet, the 'Nine-Hotel-FIVE' will be available starting in early 2023 for FIVE's guests, charters and demo flights. It will be based in DWC Dubai World Central airport, which is the ideal airport in the world to further grow and develop FIVE and Comlux businesses.

The FIVE ACJ TwoTwenty will be finished in the avant garde design, and will feature 16 seats, a dining table for eight passengers, a master suite with a king-sized bed and shower, electro-

chromatic window shades and full LED lighting, a fully equipped kitchen, non-stop streaming high-speed connectivity, and two ultra-large 55 inches screens, with a flight time of up to 12 hours non-stop with a full crew on board.



Recruitment strategies for 2022



Organizations employ a wide range of recruitment strategies to find the best possible employees. Even though each organization has its own set of standards, not all jobs are alike. Businesses must use recruiting methods that fit their environment and attract the prospects they're seeking to succeed.

Within the same company, several ways of recruitment might be employed depending on the position and department. A manufacturing company, for example, will need people to fill positions in design, technical, marketing, sales, finance, administration, and artisanship at all levels of the organization. In order to locate the finest applicants for each division, you cannot employ the same hiring tactics.

The modern workplace is being forced to change due to recent technological breakthroughs and the ongoing COVID-19 pandemic. We continue to see disruptive developments in hiring, such as changes in candidate expectations and the use of artificial intelligence (AI).



It appears that recruiters are adopting the new CRM for hiring

In the business world, another kind of CRM is creating a name for itself. It's termed candidate relationship management in the HR recruitment area. In terms of hiring, CRM is quickly rising to the top of the list.

Talent attraction is one of HR's most pressing issues, and this new recruitment technique was developed expressly to address it. It's no surprise that 90% of HR pros agree that today's trends in hiring are largely candidate-driven.

Three tiers of candidate relationship management were shown to be helpful.

Those are with current and former candidates, as well as with potential candidates.

Exactly what is this new HR-centric CRM?

Recruitment marketing techniques have become increasingly popular in recent years. It's easy to apply CRM techniques in a candidate-centered approach with these powerful tools.

As a result, the hiring process is greatly simplified and automated as a result of this approach. Every facet of hiring is elevated when candidates are treated as valuable "internal customers." Because of this, the quality and results of recruitment are much enhanced.

Employing this new CRM as a source of prospective employees opens the door to numerous possibilities. In addition to that, it may be utilized to create compelling email campaigns. These can be a great way to draw in potential applicants with engaging and relevant content.

CRM is a great tool for cultivating strong



relationships with potential employees. It aids in the expansion of human resources talent pools.

Can AI really make a difference in HR?

There are two main reasons why AI is being used in the recruitment process. These are meant to improve the applicant experience by reducing manual chores and leveraging automation. Conversational chatbots are increasingly being used in recruitment as a popular AI deployment. These chatbots are now able to effectively interact with candidates throughout the employment process.

HR chatbots are currently capable of pre-screening candidates. Real-time analytics and sentiment analysis can be used to monitor and resolve staff difficulties. They're also becoming more and more common in employee orientation and online training.

Highlights the rise of AI-enabled hiring trends

The entire recruitment process is now dependent on AI technology.

Big data, pattern recognition, and natural language processing are the keys to increasing AI implementation

For example, pre-screening, new recruit monitoring, and on-boarding programs are becoming more common uses of artificial intelligence (AI).

Hiring workers remotely

The necessity of developing healthy

remote corporate cultures, assessing the productivity of remote workers, and overall best practices for managing remote workers has been widely discussed. In both totally remote and hybrid workplaces, these aspects are crucial. In order to find exceptional remote workers, employers need to understand the importance of designing a winning remote job description.

Despite the fact that a remote job description includes many of the same details as a regular job description, there are a few things that are unique to a remote position. These tips are based on my years of experience employing remote workers for organizations of different companies.

Involvement of social media in recruitment.

It's no longer a craze to use social media. Because of this, social media has taken over as the primary means of communication for many people. That means that if you want to attract the best and brightest, you must be in the right place at the right time. The importance of posting jobs on social media or interacting with potential candidates will not diminish.

The data is quite eye-opening. 70% of recruiters believe they've utilized social media to hire new staff successfully.

Adversities in 2020 will undoubtedly have an impact on 2021's trends in talent acquisition. More firms will use virtual recruiting tools, move their talent attraction efforts to distant applicants, explore internal talent pools, and focus on diversity, equity,

and inclusion in their hiring processes. If you're a good recruiter, you'll take advantage of opportunities to learn new skills and adjust as necessary.

LinkedIn's survey of over 1,500 talent acquisition experts from 28 countries, along with data collected by the site's 760 million members, uncovered these tendencies.

If you don't use these channels, your competitors will be able to out-recruit you. It's obvious. It's not just about advertising job openings on your company's social media accounts when it comes to social recruiting. Using these channels, you can accomplish so much more.

Free or paid Facebook and LinkedIn profiles can be used to search for potential employees. It's easy to get consumers to connect with your brand once you've made it to them. Invite them to apply for your open positions in the future.

By the way, having trustworthy social media management software is key to a successful social recruiting campaign.

Recruiters Will Broaden Their Skill Sets

According to LinkedIn's survey, adaptability is the most important trait for recruiters to cultivate in 2021.

"This isn't surprising, given the difficulties we encountered last year," Lobosco added. Talent analytics, employer branding, and the virtual hiring process are all being reshaped by recruiters, who are quickly adding new abilities to their repertoire.

As a result of the epidemic, personal development was the fastest-growing focus for recruiters.

Social Talent CEO Johnny Campbell, a Dublin-based learning platform for recruiters, says that after COVID-19 hit last March, "we saw recruiters substantially boost their hunger for learning," he says. "Training in talent advisory, online interviewing, working from home, and internal mobility were some of the most popular subjects. When hiring managers' frantically contacted recruiters with a tremendous demand for knowledge on how to adapt to the rapidly changing labor market, many more sought out the issue of



how to become better talent advisors.”

Employer branding has emerged in recent years.

A strong employer brand is essential in today's talent market because of the intense competition for top candidates. More competent candidates apply to companies with strong employer brands than to those with poor ones. Reduced hiring costs are another benefit of having a strong brand image.

Employee brand is a company's reputation and appeal as an employer. The company's EVP (employee value proposition) is also a critical component here. Creating a successful Employee Value Proposition (EVP) combines employee engagement and branding to help recruit and retain the best talent. In the United States, the best EVPs inspire purpose, respect for others, and teamwork (Universum).

HR Analytics and data-driven recruiting are becoming increasingly popular.

When it comes to recruiting, data-driven measures are becoming increasingly

popular. Recruitment tactics that use data to make hiring decisions are becoming more commonplace in the workplace. This information comes from many technology tools, including as applicant tracking systems (ATS) and recruitment marketing platforms.

It is possible to acquire insights into which parts of a company's recruitment strategy are working successfully or not, thanks to HR analytics. Additionally, they'll be able to determine ways to improve employee retention and assess any skill gaps. Fast and effective improvements can be achieved when recruiters are able to rapidly identify areas for improvement

Candidate Experience and the Employer's Brand

Employer branding and candidate experience may be the most pressing issues in today's talent acquisition discussion. The employer brand combines your image as an employer and the experience you provide for potential employees.... While many of the candidates you meet will not be hired, firms realize that they must treat everyone with respect at every phase of the hiring

process to improve the overall strategy and quality of recruits.

Conclusion

Today's strategic recruiters must succeed in a highly competitive talent market because of their expanded capabilities. Furthermore, it's developing a completely unique atmosphere for corporate organizations.

In today's job market, 90% of the S&P 100 companies are looking to hire for 37 highly sought-after positions (IBM, 2021). And the 37 most sought-after positions in the S&P 100 companies make up around half of all job posts.

Strategic recruiters look both within and externally for candidates. They are aware that there are a wealth of untapped talents within. In addition, they're actively developing internal mobility and professional opportunities.



PM Hands Over HAL Made LCH to IAF

Prime Minister Mr Narendra Modi handed over HAL produced indigenous Light Combat Helicopter (LCH) to the Indian Air Force (IAF) during the 'Rashtriya Raksha Samarpan Parv' celebrations to mark the 75th year of India's independence, held at Jhansi from November 17 to 19. The IAF Chief Air Chief Marshal Vivek Ram Chaudhari symbolically received LCH in presence of several dignitaries.

LCH is the dedicated combat helicopter designed and developed indigenously for the first time in India. LCH is the only Attack

Helicopter in the world which can land and take-off at an altitude of 5000 m (16400 ft) with considerable load of weapons & fuel meeting the specific requirements of Indian Armed Forces.

HAL has proactively initiated advance action towards launching the production activities of 15 LCH LSPs with internal funding. Material procurement for all the 15 helicopters have been completed. Three helicopters are ready for delivery to users and the balance helicopters are in advanced stages of production. HAL has initiated various planning activities and has drawn a detailed master plan for achieving the peak rate production capacity of 30 helicopters per annum in order to cater to production of balance 145 LCHs.

As in other aircraft development, LCH is also being continuously upgraded with advancement of technologies. Improved Electronics Warfare (EW) Suite, Directional Infra-Red Counter Measure (DIRCM), Air to Ground Missile (ATGM), Data link, Anti-Radiation Missile (ARM), Bombs, Nuclear, Biological and Chemical (NBC) protection and Wire cutter are being incorporated. Being a unique helicopter in this weight category and with this kind of capabilities, LCH is also expected to have a good export potential.

DRDO & Directorate of Defence R&D, Israel sign Bilateral Innovation Agreement for development of dual use technologies

As a tangible demonstration of the growing Indo-Israeli technological cooperation, Defence Research and Development Organisation (DRDO) and Directorate of Defence Research and Development (DDR&D), Ministry of Defence, Israel have entered into a Bilateral Innovation Agreement (BIA) to promote innovation and

accelerated R&D in startups and MSMEs of both countries for the development of dual use technologies. The agreement was signed between and Secretary, Department of Defence, R&D & Chairman DRDO Dr G Satheesh Reddy and Head of DDR&D, Israel BG (Retd) Dr Daniel Gold in New Delhi.

Under the agreement, startups and industry of both countries will work together to bring out next generation technologies and products in the areas such as Drones, Robotics, Artificial Intelligence, Quantum technology, Photonics, Biosensing,

Brain-Machine Interface, Energy Storage, Wearable Devices, Natural Language Processing, etc. Products and technologies will be customised to meet unique requirements of both the countries. The development efforts will be jointly funded by DRDO and DDR&D, Israel. The technologies developed under BIA will be available to both countries for their domestic applications.



BEL to Develop Smart Drone Delivery Mailboxes for DRONEDEK

DRONEDEK Corporation, one of the first companies in the world to patent a smart mailbox designed for secure drone delivery has announced that it has entered into a formal agreement with Indian Navratna Defence PSU Bharat Electronics Limited (BEL) to design, develop and produce DRONEDEK smart mailbox units for worldwide distribution.

DRONEDEK holds a first-position patent portfolio for its smart mailbox for drone package receiving and storage. It is a feature-rich, secure mailbox that accepts delivery via robotic, unmanned driverless, aerial drone or conventional means. DRONEDEK is set to disrupt all shipping verticals to include receiving or sending food, medicine, groceries, or other parcels.

"DRONEDEK must work with the reliability and redundancy of a 747 airliner with 300



people on it," said Dan O'Toole, DRONEDEK CEO and Founder. "This new collaboration between BEL and DRONEDEK gives us the edge and credibility we have been looking for in the marketplace."

"We are always raising the bar on our technical offerings, and we want to continue to be a company of firsts," said Mrs Anandi Ramalingam, Chairman & Managing Director, BEL. "The DRONEDEK opportunity presents BEL a new vertical in the changing landscape of worldwide, last-mile logistics, one in which we will be able to put a stake in the ground and build on."

Designed to accept drone delivery, the DRONEDEK mailbox also accepts traditional mail delivery, and is destined to become an everyday utility service like power or water. The device is capable of keeping packages hot or cold; will alert users to package arrival; recharge drones; and even serve as an emergency alert if necessary. An app controls when the device is opened for delivery or retrieval and also controls its emergency alarm features.

DRONEDEK solves three of the most critical challenges of delivering packages in "the last mile" of the delivery route.

Vice Admiral R Hari Kumar to be the Next Chief of the Naval Staff

The Government have appointed Vice Admiral R Hari Kumar, PVSM, AVSM, VSM, ADC presently Flag Officer Commanding-in-Chief Western Naval Command as the next Chief of the Naval Staff of the India Navy with effect from 30th November 2021. The present Chief of the Naval Staff, Admiral Karambir Singh, PVSM, AVSM, ADC, retires from service on 30th.

Born on 12th April, 1962 Vice Admiral R Hari Kumar was commissioned on 1st January, 1983 in to the Executive Branch of the Indian Navy. During his long and distinguished service spanning nearly 39 years, he has served in a variety of Command, Staff and Instructional

appointments. His Sea Command includes INS Nishank, Missile Corvette, INS Kora and Guided Missile Destroyer INS Ranvir. He also commanded the Indian Navy's Aircraft Carrier INS Viraat. He served as Fleet Operations Officer of the Western Fleet. Before taking over as FOC-in-C Western Naval Command, he was Chief of Integrated

Defence Staff to the Chairman, Chiefs of Staff Committee.

Vice Admiral R. Hari Kumar has undergone courses at the Naval War College, US, Army War College, Mhow and Royal College of Defence Studies, UK.





INS Visakhapatnam Commissioned into the Indian Navy

INS Visakhapatnam, a P15B stealth guided missile destroyer, was commissioned into the Indian Navy in the presence of Defence Minister Rajnath Singh at the Naval Dockyard, Mumbai on November 21, 2021. The event marks the formal induction of the first of the four 'Visakhapatnam' class destroyers, indigenously designed by the Indian Navy's in-house organisation Directorate of Naval Design and constructed by Mazagon Dock Shipbuilders Limited, Mumbai.

Defence Minister termed INS Visakhapatnam as a symbol of the growing maritime prowess of the country and a major milestone in achieving Prime Minister

Narendra Modi's vision of 'Make in India, Make for the World'. He added that the ship is a reminder of ancient and medieval India's maritime power, shipbuilding skills and glorious history. Rajnath Singh exuded confidence that the state-of-the-art ship, equipped with latest systems and weapons, will strengthen the maritime security and protect the interests of the Nation. He defined the ship as one of the most technologically advanced guided missile destroyers in the world which will cater to the present & future requirements of the Armed Forces and the Nation as a whole.

Rajnath Singh appreciated the self-reliance efforts of the Indian Navy, terming Navy's order of 39 of the 41 ships and submarines from Indian shipyards as a testament to their commitment towards achieving 'Aatmanirbhar Bharat'. He described the development of Indigenous Aircraft Carrier 'INS Vikrant' as an important milestone in their path to achieve 'Aatmanirbharta'

The minister emphasized on the need to keep the Indo-Pacific region open, safe and secure, terming it as the primary objective of the Indian Navy. He asserted that India's interests are directly linked with the Indian Ocean and the region is crucial for the world economy. "Challenges such as piracy,

terrorism, illegal smuggling of arms and narcotics, human trafficking, illegal fishing and damage to the environment are equally responsible for affecting the maritime domain. He lauded the Indian Navy for taking forward the Prime Minister's vision of SAGAR (Security and Growth for All in the Region) with the spirit of friendship, openness, dialogue, and co-existence with the neighbours.

INS Visakhapatnam measures 163m in length, 17m in breadth with a displacement of 7,400 tonnes and can rightfully be regarded as one of the most potent warships to have been constructed in India. The ship is packed with sophisticated state-of-the-art weapons and sensors such as Surface-to-Surface missile and Surface-to-Air missiles. The anti-submarine warfare capabilities are provided by the indigenously developed rocket launchers, torpedo launchers and ASW helicopters. The ship is equipped to fight under Nuclear, Biological and Chemical (NBC) warfare conditions.

The ship has a total complement of about 315 personnel. It will be under the command of Captain Birendra Singh Bains, a Navigation & Direction specialist.

Indian Navy Commissions 4th Kalvari Class Scorpene Submarine INS Vela

The Indian Navy has commissioned into service INS Vela, the fourth of six licence-built Project-75(I) (Scorpène)-class diesel-electric submarines (SSKs), at a ceremony in Mumbai on 25 November.

INS Vela will join sister boats INS Kalvari, INS Khanderi, and INS Karanj, which were respectively commissioned in December 2017, September 2019, and March 2021. These submarines, worth around US\$3 billion in total, are built by Mazagon Dock Shipbuilders Limited (MDL) in collaboration with France's Naval Group.

"Vela has taken the 'Make in India' spirit a notch higher with the fitment indigenised battery cells, which power a very silent permanently magnetised propulsion motor," the Indian Navy was quoted.

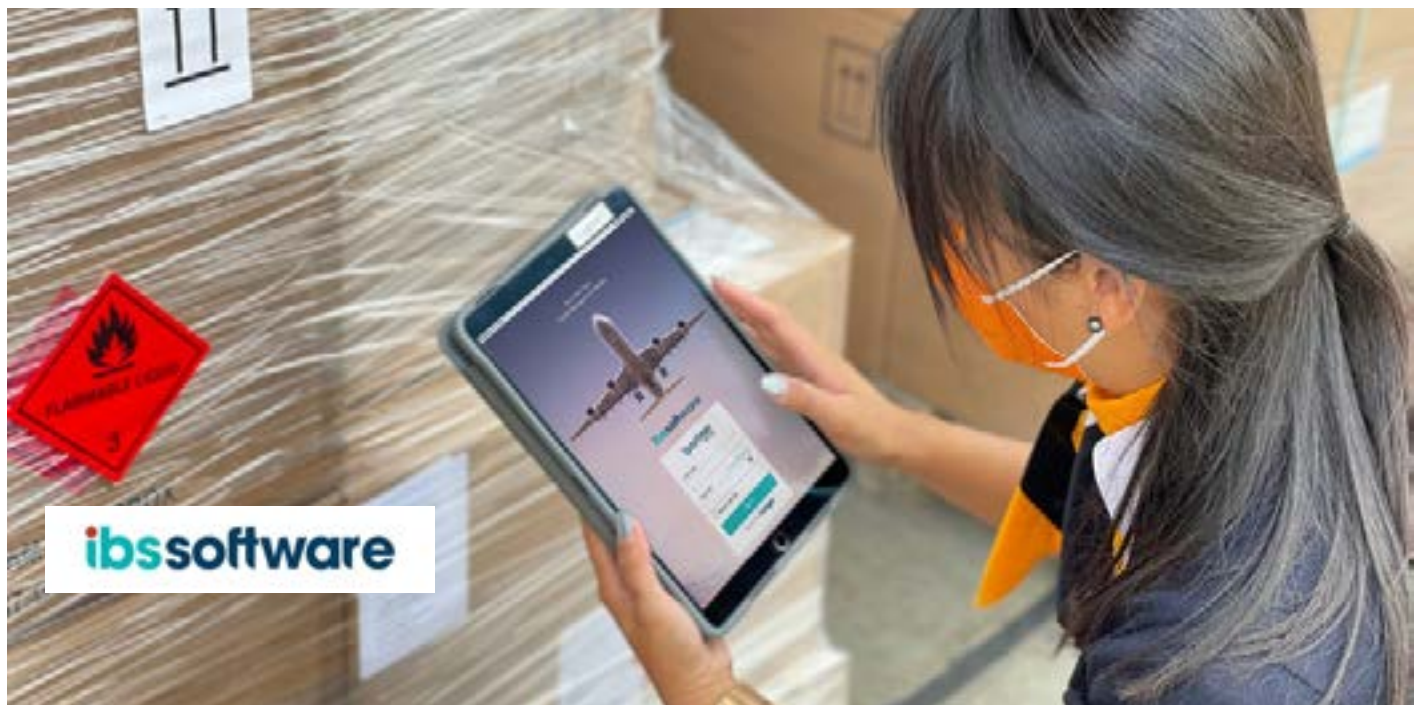
The fifth boat, Vagir, was launched in November 2020 and is expected to enter service around 2022. The sixth and final submarine on order, Vagsheer, is being constructed by MDL.

The Indian government's Press Information Bureau (PIB) announced in March 2021 that the successful trials of a fuel cell-based air-independent propulsion (AIP) prototype would inform development of a retrofitted upgrade for the Kalvari-class SSK. The AIP system is being developed by the Defence Research and Development Organisation's (DRDO's) Naval Materials Research Laboratory (NMRL) at Ambarnath in partnership with Larsen & Toubro, Thermax, and the Centre for Development

of Advanced Computing.

Kalveri-class SSKs displace 1,775 tonnes when submerged and features advanced quieting systems designed to increase stealth. If successfully completed, the AIP retrofit to these boats would significantly enhance their underwater endurance. The AIP retrofit will require the hulls of the Kalvari SSKs to be cut open to insert an additional 10 m section. Retrofit work is likely to be undertaken by MDL during the boats' scheduled mid-life upgrade programme.





Lufthansa Cargo Partners with IBS Software's iPartner Handling Solution

Lufthansa Cargo is partnering with IBS Software to digitalize critical handling processes for special products and services like dangerous goods, pharmaceuticals and fresh produce. The deployment represents significant progress for Lufthansa Cargo's "Mobile Digital Handling" initiative, created to eliminate paper based processes across its operations by digitalizing tasks and process checks carried out by its Ground Handling Agent (GHA) partners.

The roll out has been planned in two phases, the first of which will see 30+ Lufthansa Cargo stations across Europe, Asia and the Americas going live, followed by additional stations and several new use-cases and enhancements being added to

the solution. The first wave of five stations has already successfully gone live.

"Driving the digital transformation of our industry has always been an ongoing priority for us at Lufthansa Cargo. Aside from directly improving the data quality and thus making processes more efficient, the 'Mobile Digital Handling' initiative also opens up tremendous opportunities for us for further innovating and improving how we work with our partners along the whole supply chain," said Dr. Jan-Wilhelm Breithaupt, Vice President Global Fulfillment Management at Lufthansa Cargo.

"There is significant impetus in the industry to foster digitalization initiatives that

enhance partnerships and collaboration in the supply chain. The iPartner Handling solution takes us one step further towards our over-arching goal of building a digital ecosystem for our iCargo customers that can help generate positive business outcomes for them quickly and effectively," said Ashok Rajan, SVP & Head of Cargo & Logistics, IBS Software.

"We are glad to develop our long-term partnership with IBS Software even further. 'Mobile Digital Handling' is the next success story for how the combination of IBS Software's technology leadership and Lufthansa Cargo's innovation capabilities contributes to shaping our industry," said Dr. Jochen Göttelmann, CIO at Lufthansa Cargo.

Chapman Freeborn Appoints Malcolm Dsouza as Director, India

Chapman Freeborn has appointed Malcolm Dsouza as its new Director, India. Based in the Chapman Freeborn Mumbai office, Malcolm's focus is to develop the business into the leading charter broker company in India. He plans on gaining a strong and comprehensive understanding of customers' requirements, and further building upon the solid cargo and passenger brokerage teams to service these needs.

Malcolm explains, "India is one of the biggest markets in the world. There is so much potential for growth here and I look forward to strategizing how we can expand in this market, including new areas for us, such as private jets and group passenger travel."

Malcolm will be reporting into Sharon Vaz-Arab, IMEA Regional Director.





DHL Express Expands Capacity to Its Asia Pacific Air Network as Demand Surges

DHL Express has expanded its airfreight capacity to cater to rising intra-Asia demand and between Asia Pacific and the U.S. With over 2,000 tons in total capacity every week, the additional flight routes allow DHL Express to increase delivery speed amidst surging shipment volume in Asia Pacific.

Following the recent introduction of a newly converted B737-800 freighter that connects Hanoi, Hong Kong and Bangkok, a B737-400SF operated by K-Mile Asia that flies six times a week between Hong Kong and Bangkok, has been added. Furthermore, Air Hong Kong has added a sixth flight rotation to the two existing routes powered by the A300-600: Beijing-Hong Kong-Beijing, and Hong Kong-Cebu-Manila-Hong Kong.

To cater to the intercontinental cargo

demand, an aircraft, operated by AeroLogic, the joint venture cargo airline of DHL Express and Lufthansa Cargo, will fly six times a week from DHL Express' Central Asia Hub in Hong Kong to Cincinnati Hub in the U.S. This B777F aircraft is part of a recent delivery of the original order of 14 aircraft made in 2018.

"DHL Express remains committed to support our customers in growing their global footprint and entering new markets. We are investing close to EUR 750 million in our ground infrastructure and air network in Asia Pacific to ensure we respond nimbly to changing market needs. As economies recover from the global pandemic and income levels rise, we expect intra-Asia market to grow substantially, with a

corresponding increase in demand for express logistics services propelled by the thriving e-commerce sector," said Ken Lee, CEO, DHL Express Asia Pacific.

"To ensure we are ready to cater to the anticipated surge in demand during peak seasons, we consistently enhance our fleet and adjust our air network to provide our customers with the most efficient, time-definite international deliveries. Despite continued capacity crunch in the global supply chain, DHL Express' dedicated freighters and strong network of partner airlines can continue to help companies stay resilient and responsive to their business needs," said Sean Wall, Executive Vice President, Network Operations & Aviation, DHL Express Asia Pacific.

Etihad Cargo to Deploy AI-Powered Airfreight Loading

Etihad Cargo has entered into a Proof-of-Concept agreement with SPEEDCARGO, the leading-edge logistics technology solutions provider, to utilize the Singapore-based provider's Artificial Intelligence (AI) products to boost cargo capacity on flights.

The landmark agreement makes Etihad Cargo only the second aviation company worldwide to leverage the CARGO EYE dimensioning system, and among only a few global carriers to trial SPEEDCARGO's AI-powered CARGO MIND software solution, which delivers optimal cargo space planning and utilisation in seconds in full adherence to regulations and business constraints.

"Etihad Cargo's goal is to assess whether implementing CARGO EYE and CARGO MIND could ensure a complete end-to-end process which totally transforms airfreight

operations," explained Martin Drew, SVP Sales and Cargo at Etihad Aviation Group. "The Proof-of-Concept will confirm whether these advanced SPEEDCARGO products can boost efficiency, productivity and revenue returns through digital technology solutions, with the plan to integrate them into our operations in 2022."

"Etihad Cargo is the first airline to propose using SPEEDCARGO's new CARGO MIND-Airline Product for early-stage flight planning and creation of final booking lists and first level load plan within the airline ecosystem," Dr. Suraj Nair, Founder and Chief Technology Officer, SPEEDCARGO. "Thereafter, working with their GHAs where SPEEDCARGO's GHA solutions are deployed Etihad Cargo will further maximize cargo capacity on each flight by using CARGO EYE to automate dimensioning of cargo and

CARGO MIND – GHA product to create load plans that maximize cargo capacity."

"By maximising cargo across flights and ULD container configurations according to internal loading rules, Etihad Cargo can boost capacity by more than 3,000 tonnes a year, equating to a significant increase in revenue yield," explained Drew.

"The technology has the added advantage of significant cost control through manpower savings which could reach 3,720 hours a month, and in minimising leakage and optimising offload recovery by up to a third, which is a result of improving customer satisfaction by automating accurate data receipts. Clients will also benefit from highly transparent and accountable billing as well as much faster response times for freighter charter quotations."



Emirates SkyCargo Signs E-Commerce MoU with Emirates Post

Emirates SkyCargo and Emirates Post Group (EPG), have signed an MoU at the Dubai Airshow. The MoU was signed by Nabil Sultan, Emirates Divisional Senior Vice President, Cargo, and by Abdulla M. Alashram, Group CEO, Emirates Post Group.

Under the terms of the MoU, the two entities will work together to develop an e-commerce end-to-end global logistics platform, with a key focus on serving markets in the Middle East, Africa, and West Asia. This will be a first-of-its-kind partnership between an airline cargo carrier

and a national postal operator combining the global network and capacity strengths of Emirates SkyCargo with the last-mile delivery expertise and partnerships of EPG's 'Emirates Post' business.

The partnership will pivot on the strength of Dubai as a global hub for logistics and will encourage e-commerce businesses to set up operations in the city, ideally positioned as a gateway to major consumer markets. Nearly two-thirds of the total global population can be reached within an eight-hour flight from Dubai and this forms an attractive proposition for e-commerce players aiming to deliver goods to customers within the shortest possible time. With its sophisticated transport links, transit hubs, and supply chain infrastructure, Dubai is also well-positioned to handle global flows and

volumes of e-commerce cargo.

Nabil Sultan, Emirates Divisional Senior Vice President, Cargo, said: "This partnership is part of our broader e-commerce strategy to provide support as a distribution partner to small and medium sized e-commerce players and other businesses, based both within and outside the UAE, who may not have the required infrastructure required to scale their business and reach a global audience. With our global network spanning six continents and our state of the art hub in Dubai capable of handling large volumes of e-commerce cargo, our wide body capacity and our frequency of flights, Emirates SkyCargo is well placed to move e-commerce goods rapidly across the world. Through this partnership, we will now also be able to draw upon the logistical and last-mile delivery expertise of EPG's Emirates Post to create a global platform for e-commerce centred out of Dubai."

Abdulla Mohammed Alashram, Group CEO of Emirates Post Group, remarked: "With the fastest growing segment of postal and express distribution being in ecommerce, Emirates Post Group continues to keep up with the global trends in e-commerce and is keen to explore innovative solutions through this strategic partnership. We are delighted of the possibilities and opportunities that Emirates Post Group and Emirates SkyCargo can create together as global e-commerce continues to evolve as an industry. Our collaboration with Emirates airline reflects our commitment to continuously expand and enhance Emirates Post's reach in postal and express services."

Atlas Air Completes Operating Certificate Merger with Southern Air

Atlas Air Worldwide Holdings has announced that the transition to bring operations of Southern Air, Inc. under a Single Operating Certificate (SOC) with Atlas Air, Inc. is now complete.

With the addition of Southern Air, Atlas Air was able to add 777 and 737 aircraft operating platforms, resulting in a more diversified company offering customers access to a wider range of aircraft, a broader array of services, greater scale and an expanded global footprint.

"The 2016 acquisition of Southern Air

enhanced our company's position as a leading global provider of outsourced aircraft and aviation operating services by expanding our fleet and global capabilities to drive significant value for our customers and shareholders," said John W. Dietrich, President and Chief Executive Officer, Atlas Air Worldwide. "It also brought us a talented team of aviation professionals who share in our commitment to our customers as we create an even stronger company for the future. We are excited to have all our Southern Air employees assume positions with Atlas Air as we complete the final step

in merging these two great airlines."

Mr. Dietrich expressed the company's appreciation for the U.S. Federal Aviation Administration's (FAA) assistance during the transition.

"We are grateful to the FAA for its support throughout this process as we focused on a safe and compliant operational transition," Mr. Dietrich said. "The efforts and insight of the FAA team have been invaluable. We look forward to continuing to work closely with the FAA under this Single Operating Certificate."



'To succeed is to turn failure on its head'
says **MARIA DVAZ PAWAR**

Someone who consistently works hard and attracts the passengers with their hospitality, stories of cabin crew/managers are something that are rarely heard of. Why don't you share your story with our readers?

I call it---- A flight from hell-DXB-JNB

12 years ago, I had swapped a flight for Johannesburg...South Africa(JNB) to have a stake. All for a pound of meat

1hr 52 min to landing:-All of 6.30 hours into the flight, was smooth and normal. We has just about finished the last service all getting ready for our arrival duties.

As I was replenishing my makeup...I had heard an emergency PA from the flight. Cant say the exact words as its confidential and would not like to alarm people reading this story.

I popped my head out of the washroom, to see a cabin crew members face all flushed

and worried standing just outside the washroom door.As she heard the PA as well, I asked her if she went into the cockpit, to which she croaked.."NO"

Looking at her apprehension and fear, I stopped everything and in a composed manner requested to be allowed into the cockpit. FYI (all cockpit doors are mandatory locked post sep 11)

I entered the cockpit to find, to my horror, one of the flight deck crew's face slumped on the controls gasping for breath. His neck was all swollen and saliva dripping.

It was a seconds momentary shock before the safety side of me kicked in and in auto mode, I swiftly and adeptly moved the flight deck away from the controls and, fasted his seat belt and shoulder harness and informed the other flight deck to call the other crew member(FG1) into the cockpit asap. All this must have taken less than 30sec.

FG1- She saw the whole situation in the cockpit and was trembling as I instructed

her to get the oxygen bottle. Long story short, she could not control her shock and got fire extinguisher instead of the O2 bottle.(Johari window- we learn about this during our training. Don't forget to read about it to understand your black spot). No more time to be wasted, I got her to manually keep the flight deck's airway open while I went back out, kept the extinguisher back and retrieved the oxygen bottle and immediately administered it to the flight deck

Other Flight deck

While all this was happening, I had asked the other flight deck to get in touch with Medlink(the flying doctors) for advise on the situation and complete filling up the onboard medical form.

My action plan:

For an Anaphalatic shock, I had to get the epipen from economy class emergency medical kit.EMK , now as per procedure, if the patient is unconscious we don't have to take any permission. On a B777 aircraft the EMK was at the very end of the aircraft... So instead of wasting time, I had called the SFS at the back of the aircraft. She did not pick up. Called the SFS in the business class cabin, she did not pick up as well. My FG1 crew member was in no state to do anything much so I had to go to the back of the aircraft, as we were losing time

My walk down: Observations

In the business class cabin, SFS did not pick up as they had an emergency- Child was having an epilepsy fit and crew member were busy with that

In Economy class, the SFS and some other members were with a passenger who was having a heart attack

What I did:

I left them, to handle the situation and I completed procedures to take the epipen from the EMK...with one crew member as witness

End of flight results:

Flight deck was admitted in hospital and doc mentioned it was our timely action of administering the epipen that reduced further damage

Child who was experience the fit- was fine



with no injuries to head

Passenger in economy: was given timely first aid was saved and rushed for further treatment.

Moral Of the story: Flight attendants are there... primarily for the safety of the passengers, crew and aircraft, so treat them with respect.

The crew members go through an extremely rigorous safety/ emergency, first aid and service procedures training, followed by practical and written assessments that require a minimum of 80%. Every member is given an opportunity of 2 resist's incase the grade is not met which are accompanied by warning letters. A total of 3 warning letters leads to termination after a disciplinary hearing. If any CCM is late even for 1 min during training is given a verbal warning initially followed by a written waning if the behavior is repeated.

As a person, I further honed onto these skills

Resilience, Diplomatic Communication, Situational Awareness, Thinking On The spot, Discipline

No matter what the situation, at 30,000 ft I can proudly say every day was a day filled with excitement and an anticipation of what

that flight would ring in.

So PREPARTION was key. Happy flying peeps!!

What sparked you to move up from cabin manager to a trainer?

Oh my, what an amazing journey of self-discovery learning, growth and most importantly change.21years to be precise of travelling the world, meeting beautiful and interesting people on flights, to interacting with over 130 different nationalities of cabin crew , to changing goals and dreams.

In the year 2002, while I was attending my second refresher training (this is done yearly to keep our flying license valid) we had a very senior cabin manager (purser) who was also attending the very same refresher session.

To my shock, I had learned that this person was downgraded a position and could not do a thing about it as he had not developed any other skill to move to any other department within the airline or take up any other job that would pay him as much. He had a family to look after too! So, he had to accept the downgrade with a lesser pay and I can only image the mixed feelings he may have gone thru.

Learning lesson for me: I reflected upon this situation as I was just 2 years with the

airline and I promised myself to skill up while flying, so I would not be in such a juxtapose .

Dedication, focus, persistence, patience and a lot of hard work helped me climb the ladder of success as I quickly got promoted from grade 2(economy class CCM) to Grade 1(Business class CCM) to FG1 (First class) and SFS in a matter of 5years. To put this into perspective, some take 7/8 years to get to the SFS position. I never forgot the 2002 incident!

I come from a space of creating vision boards, writing short term goals with the main goal in mind and consistently worked towards achieving my weekly/monthly targets. Both my initial goal of buying my mom a house and travelling the world was met....now, what next.

I knew for sure that I would not be able to fly for too long, and since I wanted to have children I would have to look for a job that would give me more time when I have a kid. Which led to the idea of becoming a trainer as I like the way the trainers were conducting the training session.

Long story short, I checked the job descriptions and completed my cert IV in training and assessment (Australia)t so that I had some kind of a training cert when I applied for the post. I prepared myself so thoroughly that even though there were nearly 8000 internal applicants (many with more than 15 years' experience and I had 5 years) I was one of the 8 that were accepted for the role

So, over time my goals changed, with changing needs and new aspirations.....

I became a trainer!

I became a mom (after 5 miscarriages)....

Goals met

Moral of the story: Dream big, never give up on your dreams. Challenges/problems are a part of the journey, accept them, learn from them, move on and use them as your stepping stone on the ladder to success.

My life's journey is like a plate of food-mixed with flavors of spices, some sweet, some sour and some spicy. Never a dull



boring flavor. So, when you change the way you look at things, the things you look at changes. What meaningful words by Wyne Dyer

How can you describe your training style?

Training Style: The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.' - William Arthur Ward. We all heard stories as a small child, when we awaken that child in us, we automatically learn, because then it's fun.

What is the path aspirants have to take to achieve their dream of becoming cabin crew?

Path to cabin crew success- Stay away from the nayar's (people who say you can't)...there are loads of them who will put a wet blanket over your dreams. You have a dream to fly, go get it, Do what you can, skill up, be adaptive, communicative, mindful of your mental self-talk and most importantly be PREPARED

Could you share something about the life of cabin crew which general public is unaware of?

Safety & Security of passengers, crew and aircraft come FIRST before service. We are trained to act like this..."the person who sees the fire fights the fire" Similar to

dealing with any situation in your life. Act immediately deal with the situation then call/ ask for help.

So have I seen this.....

A baby being delivered (popping out) on the step ladder

A passenger running naked, because he felt to hot (Moscow flight)

A passenger spitting on another crew member

A first class passenger proposing to me

...ha hah aha....YES...to all of the above and so many many more

Is there any message you would like to pass on to the young aspirants?

Believe in yourself. Create small weekly goals, When you achieve them, reward yourself. You will be surprised how fast your dream will come true.

I was this small town girl from Pune hailing from a middle class family. My parents were teachers, but that, never did stop me from dreaming high. Why not?

In 1995 my goal then, was to buy a house for my mom, with Rs 50 bucks in my pocket I rode a bike from Pune to Mumbai for my first ever interview with Jet Airways. I cracked the interview, with no experience, no recommendations just armored with the belief that I can do this too!. I GOT THE JOB

In 1997, I bought my first home in Mumbai- Goal achieved!! Then emerged the next goal – GOAL- to travel the world. I never did know that we needed a passport to travel. So you can imagine how naïve I was. I achieved that goal too by 2012.... Travelled to 152 countries worldwide. Thanks to Emirates!

2006: My next dream/ goal was to be a mother. After 5 miscarriages I became a proud mom in 2009 and 2012. A mother of 2 lovely boysand I can go on...

If you see, all goals come with challenges, that's part of life. These challenges are your stepping stones to success. Point being..... never give up!

3 Keys to success: Patience, Persistence and Perseverance.

Most importantly.....3 words: BELIEVE AND SUSCEED.

Author Profile

Maria Dvaz Pawar is a founder of Career Achievers Hub, Image Stylist and Cabin Crew Interview specialist. Aviation was my dream, is my passion and now after 19 years of flying with 2 renowned airlines Jet Airways and Emirates....I relive these moments by helping people worldwide " My dream Is To Fly".....come true.





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