



## **SUMMER PROJECT ASSIGNMENT**

### **PHASE-2**

### **FINAL REPORT**

INDIVIDUAL ASSIGNMENT

**Company-**

**Academy of Carver Aviation**



MBA- FULL TIME (2019-21)

*SUBMITTED BY:*

**DIKSHA ARORA**

**191220**

**SECTION- B**

*SUBMITTED TO:*

**Prof. PARAG RIJWANI**

**DATE OF SUBMISSION: 05-07-2020**

## **TITLE PAGE**

<b>Author of the Project</b>	<b>DIKSHA ARORA</b> <b>(191220)</b>
<b>Project title</b>	“Use of various marketing techniques and tools for empowering brand awareness for Aircraft Maintenance Engineering Course at Academy of Carver Aviation.”
<b>Company Name</b>	Academy of Carver Aviation Private Limited ( <a href="https://carveraviation.com/">https://carveraviation.com/</a> )
<b>Company Address</b>	Plot No. P-50, MIDC ind. Area, Near Baramati Airport, Baramati, Pune, Maharashtra Pin Code: 413133 Landline number: 022 2382 7374
<b>Organization Guide</b>	Mr. Dhruva Bhatia Marketing In Charge/Certifying Staff Academy of Carver Aviation Private Limited
<b>Internship Area</b>	Sales and Marketing
<b>Institute Name</b>	Institute of Management, Nirma University, Ahmedabad.
<b>Faculty Mentor</b>	Prof. Parag Rijwani Institute of Management, Nirma University, Ahmedabad.
<b>Purpose of Report</b>	Submitted as partial fulfilment of the requirement of the MBA Course (2019 - 21)
<b>Duration of the Internship</b>	10 <sup>th</sup> April, 2020-15 <sup>th</sup> June, 2020

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## **ACKNOWLEDGEMENT**

The internship opportunity I had with The Academy of Carver Aviation was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this internship period.

I express my deepest thanks to Mr. Dhruva Bhatia, Marketing in charge for taking part in useful decision & giving necessary advice and guidance and arranged all facilities to make life easier. I choose this moment to acknowledge his contribution gratefully.

I would also like to thank my faculty mentor Prof. Parag Rijwani for continuous support and guidance without whom this internship report would not get completed.

I perceive as this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives.

## **EXECUTIVE SUMMARY**

At Carver Aviation I had been assigned the project titled **“Use of various marketing tools and techniques for empowering brand awareness for Aircraft Maintenance Engineering Course at Academy of Carver Aviation.”** The project basically was about promoting and making the students aware about the Aircraft Maintenance Engineering course and above that about Academy of Carver Aviation as a brand.

I had been assigned a task of calling to various students and to pitch them about the AME course that is offered by the Academy. Apart from this I did a lot of work in digital marketing .I made Instagram posts related to the topic of Aircraft Maintenance Engineering Course with a caption and relevant hashtags. I was also a part of the Question and Answer session which took place on Instagram. I also did competitor analysis which touched the area of market research. Apart from this I also did Pay per click Advertising, made email marketing campaigns, Google Ad Campaigns, wrote blogs and video scripts and all of this work involved digital media.

All in all these 2 months have taught me a lot about marketing and the importance it has to all the companies around the world. The products or services that any company provides might be magnificent but without proper marketing it might not achieve the success it was set for.

Therefore I have learned a lot of techniques and methods in which marketing can be done. The best part of it is that I learned that there is no way or method that guarantees 100 % success in marketing it is just a optimal mix of all the methods in order to ensure that no one in the target segment is left out

## **UNDERTAKING**

To whom it may concern

I, Diksha Arora hereby declare that this assignment is my original work and is not copied from anywhere. If found similar to other sources, I shall take complete responsibility of the action taken regarding this.

**Name:** *Diksha Arora*

**Signature :** Diksha.

**Roll No.:** 191220

**Section:** B

**Batch:** MBA – FT (2019-2021)

**Date:** *5<sup>th</sup> July, 2020*

## **PART A**

### **Answer 1**

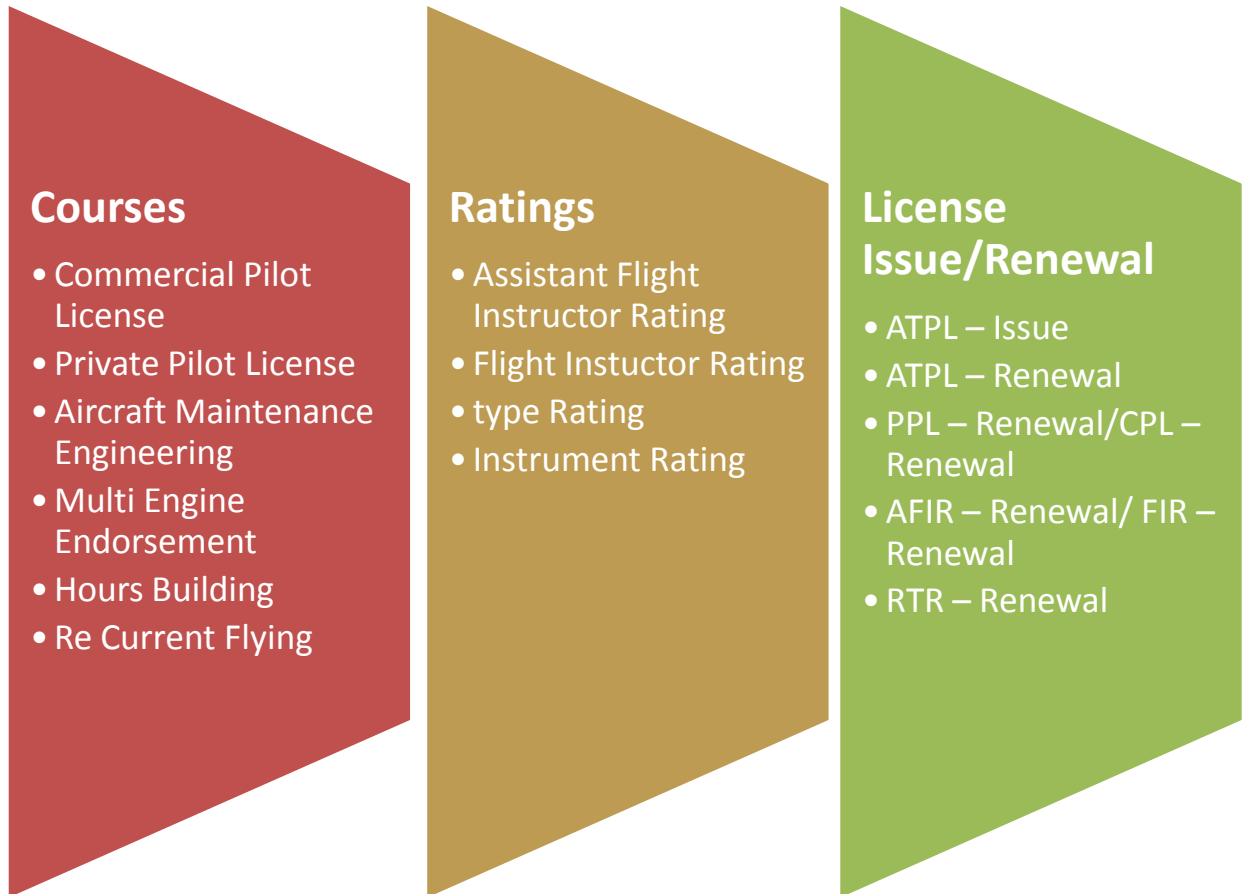
#### **a. About the Company:-**

I am pursuing my internship with the organization called Academy of Carver Aviation. It is a Private Limited Company. Academy of Carver Aviation is a flying school in India which provides training for Pilots and Aircraft Maintenance Engineers. It was established on 19<sup>th</sup> August, 1995. Since then it has been 25 years and the academy not only provides training for Pilots and AME's but also many additional courses and also services such as License Issue/Renewal. When it was established it had just 3 aircrafts and now it has more than 8 aircrafts for flying and 4 aircrafts for ground training. Some of the historical landmarks which the Academy has achieved in the past 25 years are: -

- It is a DGCA (Directorate General of Civil Aviation, Govt. of India) approved flying school.
- It is the first flying school in India having an ISO 9001-2008 certification.
- Just last year it has collaborated with Go Air airlines to provide training of around 2 months to its Aircraft Maintenance Engineering students.
- According to new DGCA norms introduced last year all pilot training students need to go through English Language Proficiency test from a DGCA Approved Centre. To facilitate the process the Academy has built its own Centre for the test and is waiting for DGCA Approval to start operating.

### **b. Products/Services: -**

Academy of Carver Aviation provides various services. Broadly it provides courses, ratings and license issue and renewal. Some of these services in each category are: -



### **c. Customers: -**

**Customer profiling:** - The customers for the organization are students with some eligibility criteria. The eligibility criteria for its 3 main courses are as follows: -

#### ➤ **Aircraft Maintenance Engineering Course: -**

- 10+2 in Physics, Chemistry and Mathematics **OR** Equivalent 3 years AICTE approved Diploma in Engineering **OR** a higher qualification in science with Physics and Mathematics
- Medical test Compulsory
- **Age:** - 16 years up till 24 years of age.



➤ **Commercial Pilot License: -**

- 10+2 with Physics and Mathematics **OR** Pass these 2 subjects at 10+2 level from National Institute of Open Schooling NIOS- on demand exam
- **Medical:**  
Class II medical is to be done by a DGCA approved medical examiner  
Class I medical could be obtained in due course of training
- **Age:** - Minimum age 17 and above for application (18 years at the time of completion of CPL)

➤ **Private Pilot License: -**

- Minimum qualification required is a class 10<sup>th</sup> certificate
- **Medical:** - Class II medical is to be done by a DGCA approved medical examiner
- **Age:** - Minimum 17 years of Age completion

**Segmentation of Markets covered:** - the organization takes students from all over India but the major segments it targets are places near Baramati like Mumbai, Pune, and Nasik. It also targets Chennai as it has quite a lot of weightage of students that enroll in their course coming from there. Therefore these are the major segments it targets though it markets itself so as to enroll students from all over India.

**How does product/service reach customers:** - the most basic way it tries to attract customers in this case students for its courses and other services that it provides is through marketing. It markets its product on various platforms like Instagram, Facebook, LinkedIn, twitter and all platforms so that it is seen by maximum no of people and people come to know about its services. It also does calling to students personally so that it can convince them on one to one basis about pursuing career in Aviation and why should this institute be chosen for doing these courses. It also keeps posting various blogs, having Question and Answer session so that it can engage with people directly and answer their queries. Hence it uses all these technique to attract students and also to inspire their parents so that they enroll there students in this institute for the courses they offered.

#### **d. Market and Competition: -**

- **Bharat Institute of Aeronautics:** - It was established in the year 1981 and is a 37 year old institute which provides course on Aircraft Maintenance Engineering. The institute is equipped with 3 operational aircrafts as compared to the 8 flying aircrafts and 4 on ground aircrafts of Academy of Carver Aviation. Under Aircraft Maintenance Engineering it offers 2 courses A1 and B1.1 in comparison with Academy of Carver Aviation which offers 3 courses A1, B1.1 and B1.2.
- **Pune Institute of Aviation technology:** - the Institute was established in the year 2008 and is a 12 year old institute which provides course on Aircraft Maintenance Engineering and also of B.Sc in Aviation. The institute is equipped with its own heavy and light aircrafts for training. It also has an ISO 9001-2008 certification for all its courses just like Academy of Carver Aviation. It has also collaborated with organizations like Air India Ltd., Airworks Engineering Pvt Ltd and Indamer Aviation Pvt Ltd for providing practical training to students. It provides 2 courses B1.1 and B2 under Aircraft Maintenance Engineering in contrast to 3 courses A1, B1.1 and B2 provided by Academy of Carver Aviation.
- **Star Aviation Academy:** - the Institute was established in the year 2005 and is a 15 year old institute which provides course on Aircraft Maintenance Engineering. The institute has its own fully functional aircraft in the campus for training. It provides AME course in 2 streams B1.1 and B2 in India. Not only this it provides practical training on Air India and Go Air Airbus 320 aircraft at Delhi Airport. Since the students are trained on most modern Airbus therefore it provides students with an opportunity to know about the latest working conditions.
- **Indian Aerospace and Engineering:** - It was established in the year 2006 and is a 14 year old institute which offers course on Aircraft Maintenance Engineering. It is a DGCA approved institute under CAR – 147(Basic). It provides 3 categories of courses under AME i.e. B1.1, B2 and B1.3. B1.2 and B2 are both DGCA approved whereas for B1.3 the institute is waiting for approval from DGCA. There are 2 aeroplanes in the campus for demonstration of various topics learnt during classes. It has tie up with Air India Pvt Ltd and Air Works Pvt Ltd for providing training to its students. It also provides in-

house placements to some of its students in its own companies like Indian Aerospace and Engineering (MRO), International Aircrafts Sales Pvt Ltd, Aerospace Research and Development Center and their own establishment like SHA-SHIB FLYING ACADEMY, Guna Airport, (Madhya Pradesh) as Aircraft Maintenance Engineers, Maintenance Managers, Chief Aircraft Maintenance Engineer, Certifying Staff, Quality Manager, Continuing Airworthiness Manager, Senior Technicians, Junior Technicians etc.

- **Thapar Institute of Aviation technology:** - the institute was established in March 2006 and is a 14 year old institute which provides Aircraft Maintenance Engineering course. It is DGCA approved institute under CAR-147(Basic) to provide 3 courses under AME i.e. B1.1, B2 and B1.3. the institute has been awarded with Academic Leadership Award for best AME institute in India by MRO Association. It also has partnership with various airlines to provide training to students in the real work environment.

#### **e. Financial Performance Including Dividend Distribution**

Financial Performance of any company is given in the annual report of that company. When we contacted the management of the company they said that it was not in their policy to give out the annual report to anyone. Therefore could not write about the financial performance of the company.

## Answer 2

### **a. Industry Classification: -**

There are 3 broad categories into which Indian aviation industry can be divided into. These are as follows: -

- **Scheduled Air Transport Services:** - It is a service which takes places between 2 or more destination either in India or outside India. They include domestic and international airlines such as SpiceJet, Indigo, Emirates etc.
- **Non Scheduled Air Transport Services:** - They include services which are provided on non scheduled basis. There is no timetable as to when will they take place. It includes charter operators and air taxi operators.
- **Air Cargo Service:** - It is air transportation of cargo and mail. They can be on scheduled or non scheduled basis. For these services to be carried outside India the operator has to take required permission from DGCA to conduct the service.

### **b. Industry Structure: -**

- I. General Nature of Competition: -** The competition in the airline industry is very high. It is an industry which has high entry and exit barriers. The capital that the airlines acquire need to enter is very high. They generally get this capital by taking long term loans and therefore to exit they need to clear these loans which are not easy. Therefore no one generally exits the industry apart from exceptional conditions and hence the competition stays high. The products that are involved in the industry are planes which themselves are present in so many varieties that they can increase the competition themselves.

The rivalry among these existing players is high enough to push out anyone who lacks in the area of capital. Any airline company that is profitable in this industry is because of the fact that they have a large number of planes and they provide a lot of options to the people for convenience and hence people prefer their airlines and they become profitable.

## **II. Economic Policy:-** Some economic policies that have been brought in this sector are:-

- A policy has been brought on biometric digital processing of passengers on the Airport called “DigiYatra”. The policy has been mainly designed to ensure that across all airports in India there is uniform implementation of all practices and also uniform passenger experience.
- The Government has been taking various measures to increase and allow more of private sector participation.
- There has been increased focus by the Government in various domains like infrastructure, Open Sky Policy, FDI encouragement, etc. to support the airline industry.
- Regional air transport service, domestic scheduled passenger airline allow for a maximum of 49 percent foreign investment.

### **c. External Environment Sectors: -**

#### **I. Suppliers and its Impact:-**

- In the airline industry the airplane manufacturers are the major suppliers. Boeing and Airbus are undoubtedly one of the world’s manufacturers of planes. A fact that needs to be kept in mind is that all airlines receive the same standard plane. The major factor that differentiates the various airlines is not the planes but it is the amenities and service they provide to their people. To strengthen this factor some airlines are coming with plans to make their planes more eco friendly.
- Other suppliers of an aviation institute are the fuel and aviation companies that provide spare parts for their maintenance. One of the major concerns is the safety of the aircrafts and to ensure this suppliers develop parts which are highly sophisticated and thus in turn also increases the cost and hence the supplier’s power.

- Making a plane is not easy and the amount of money that one plane takes for its complete making is around 200 million dollar. Due to this very reason there are not many suppliers in the industry and their number is limited. There is also a factor that airline companies cannot easily switch suppliers. The reason for this is that since the number of suppliers is limited therefore to ensure that their suppliers do not leave them they enter into long term contracts with them. And also for the suppliers airline companies are the major source of income. Hence it is a mutual relationship between suppliers and the airline companies.

## **II. Technology and its Impact: -**

- Technology is one of the major factors that form the backbone of the airline industry. Technological advancement is the reason due to which airlines have been able to reduce their cost and increase efficiency. They have used advanced aircraft technology, mobile technology, IT solutions to improve its effectiveness, connectivity and the travel experience of its customers.
- Technology can be used to reduce the cost of fuel. Presently fuel costs account for around 30 percent of the total expenses that an airline has. According to Boeing the biggest manufacturers in the world if advanced aircraft technology then it reduces the fuel cost considerably. Therefore using advanced technology can help an airline massively.
- Technology used for fuel efficiency also helps in reducing noise. Not only this using innovative technological solutions also helps in improving the maintenance of aircraft and the in flight operations.

## **III. Economic Policy and its Impact: -**

- **Metro Airports: -** In the last 5 years over 23 airports have been upgraded by the AAI.
- **Non Metro Airports: -** A 2 percent duty will be charged both on domestic and international airfares so as to fund the non metro stations.

- **More focus on Infrastructure:** -To develop airport infrastructure along with aviation navigation services Indian Government is planning to invest US \$1.83 billion by 2026.
- **Budgetary Support:** - A sum of US\$ 710.38 million to DGCA by the Indian Government to implement the various schemes and offers for the aviation industry.
- **Promotion to FDI:** - Under automatic route for Brownfield project 74 percent FDI has been allowed and under automatic route for Greenfield project 100 percent FDI has been allowed by the Government of India.
- **National Civil Aviation Policy, 2016:** - Under this policy Regional Connectivity Scheme has been launched and over 22 areas of the civil aviation have been covered under this policy for reforms.

### Answer 3

#### a. Growth story of the company:-

Any company's success depends not only on its current standing but also how far it has come from where it was when it started. Therefore the growth of a company depends on various factors. The organization that I work for is a flying school so its growth story depends on the various parameters described below: -

#### I. Growth with respect to Aircrafts and Courses Offered: -

When the Academy was established in 1995 it just had 3 aircrafts at its disposal for training purpose. During the period of 2010-2012 it had 11 flying aircrafts. Some of them have become unfunctional as time has passed and hence the Academy now has currently 8 flying aircrafts and 4 on ground aircrafts for training purposes. These 8 aircrafts include Cessna-152, Cessna-172's R & S, Multi-Engine Partenavia P68C and two CTLS (all composite, glass cockpit) aircraft.



**Multi Engine – P68C (6 Seats)**



**Single Engine – Cessna – 172 (4 Seats)**

In terms of its growth with respect to course initially it offered course only on Pilot training but in 2010 it also started offering course on Aircraft Maintenance Engineering. Thus we can clearly see that with regards to aircraft and course the Academy has shown massive progress.



## **II. Growth in terms of Market Share: -**

For any flying organization the market share of such Academy is measured in terms of the no of students that have enrolled in their various courses and the quality of training it provides to its students. With respect to the quality of education there are no Government Ranking systems available and therefore we cannot measure their growth in this respect. Hence the only way we have to understand its growth in terms of market share is by considering the no of students that enroll in its various courses. Initially when the Academy started the pilot running courses i.e. Commercial Pilot License and Private Pilot License they were running at medium capacity but from the last 5 years they are running at full capacities. The Aircraft Maintenance Engineering course has also been running at full capacity since the past 3 years and this is a major success that the Academy has achieved.

## **III. Growth in terms of Infrastructure: -**

When the Academy was first established it had just one building for providing classes to its students. When it decided to start the Aircraft Maintenance Engineering course it did not have a school for providing classes to students so it took a place on rent and the classes took place there. But now the Academy has grown in terms of its infrastructure and some of the key developments are: -

- It has developed its own AME School within the campus
- It has access to 1, 80,000 sq ft of area for parking its fleet.
- It also has single engine and multi engine DGCA approved simulators in the Simulator Room for providing Instrument training and Rating.
- It has built its own Control tower and has designated its own personal frequency of 129.25 which is used for all flight activities.
- It has its own tarmac runway of 7700 ft with a breadth of 150 feet and a direction of 11/29.
- It has a DGCA approved Hangar which comprises of an area of 5000 sq ft and allows for 4 aircraft maintenance at single time.
- It has also built its own English Language Proficiency Test Centre but it is waiting for DGCA Approval

### **b. Company Organizational Culture: -**

I am doing my internship in work from home mode so I am not present there to tell exactly how the organizational culture is. But then I have asked my seniors in the Academy about the culture they promote themselves and how I have myself felt is that the Academy encourages “Open Door Policy” rather than that of Corporate culture which follows proper hierarchical system. The “Open Door policy” that the Academy follows allows openness and transparency among its employees. As an intern I have felt that I have always been provided with the opportunity to present my ideas to everyone without any restriction. Not only have these ideas been accepted and work has been done on them or they have been posted on social media platforms. This is a sort of thing which motivates all employees to give their best and has also motivated me to think out of the box and help the organization in any possible way I can.

### **c. Comparative Performance and Benchmarking Practice in Industry: -**

There are lot of competitive institutes present not in India but outside India as well. Some of the top institutes which give competition to Academy of Carver Aviation in India and in country like New Zealand are: -

<u>India</u>
<ul style="list-style-type: none"><li>• Bharat Institute of Aeronautics</li><li>• Pune Institute of Aviation Technology</li><li>• Star Aviation Academy</li><li>• Indian Aerospace and Engineering</li><li>• Thakur Institute of Aviation Technology</li></ul>

<u>New Zealand</u>
<ul style="list-style-type: none"><li>• International Aviation Academy of New Zealand</li><li>• New Zealand Airline Academy</li><li>• Nelson Aviation College</li><li>• Air New Zealand Academy of Learning</li><li>• New Zealand International Commercial Pilot Academics</li></ul>

The Benchmarking Practices used in the industry are as follows: -

- A large number of aircrafts and tie ups with a lot of airlines to provide students with a lot of practical training are one of the benchmarks in the Industry.
- All the Institutes are present on social media platform to increase their brand awareness and to promote the courses and services they provide. For example they are present on Instagram, LinkedIn, Facebook and they also write blogs, run ad campaigns and all activities which help promote their presence among the people. In short all of them are highly active on Social Media and use Digital Marketing.
- They have rich infrastructure to provide all the facilities required to the students.
- All the Instructors that provide training to students are themselves trained in this field and have been provided a license.

## Answer 4

### 7-S Framework

- I. **Strategy:** -To become successful and to stay ahead of its competition it is important for any organization to develop a plan and ensure that the organization moves ahead in the direction of executing the plan. This formation of plan of action is called the strategy that the company formulates for itself. Some of the strategies that it has come up with are:-
- It offers services apart from Aircraft Maintenance Engineering and Pilot training courses. For example it provides License Issue/Renewal which is not provided by its competitors and hence this is an advantage which it has over them.
  - It is approved and affiliated by Directorate General of Civil Aviation (DGCA).
  - It was the first flying school which got the ISO 9001-2008 certification.
  - The Academy is located in the rain shadow region of Baramati. The location is such that flying is possible all around the year and hence this is one of the biggest advantages it has over its competitors.
  - It has been branded as the fastest flying academe as it has been working for 25 years to make great pilots and Aircraft Maintenance Engineers. It has 8 aircrafts in proper flying conditions at its disposal.
  - It has multiple aircrafts and students coming from various regions which allows for overall growth and learning.
  - It has collaborated with Go Air airlines last year. It now provides students with 2 month training with the airline so that they can gain the experience of how actually AME's work.
  - It has built its own English Proficiency Test Centre. It is waiting for approval of DGCA. The centre is one which gives it advantage over many of its competitors.

**II. Structure:** - It defines how the company is organized in terms of its hierarchy and the way departments and teams are organized.

In Carver Aviation in Commercial Pilot License (CPL) and Private Pilot License (PPL) the departments are divided into 4 categories:-

- **Admin:** - The team consists of 4-5 people who look are like the heads and look after the organization overall i.e. salary payment, payment from students, electricity, driving notifications to all, etc. They also take care about the students as to how many hours training they are done with and how much is left so that they can organize the remaining training program.
- **Operations:** - This is a team of flight instructors and trainers who provide guidance and training to the students and are present at the ground when students are performing their training.
- **Accounts:** - it is responsible for all the finance related activities i.e. how much revenue is generated, how much amount of fees is to be collected, etc.
- **Marketing:** - This department presents the forefront i.e. all the campaigns and marketing activities done are organized by this department.

The AME department of the Academy i.e. the Carver Aviation training Ltd has around 150 - 160 employees which mainly comprise of engineers and instructors.

**III. Systems:** - It defines what all activities are done by the various people in the organization so that they achieve what goal has been planned for them.

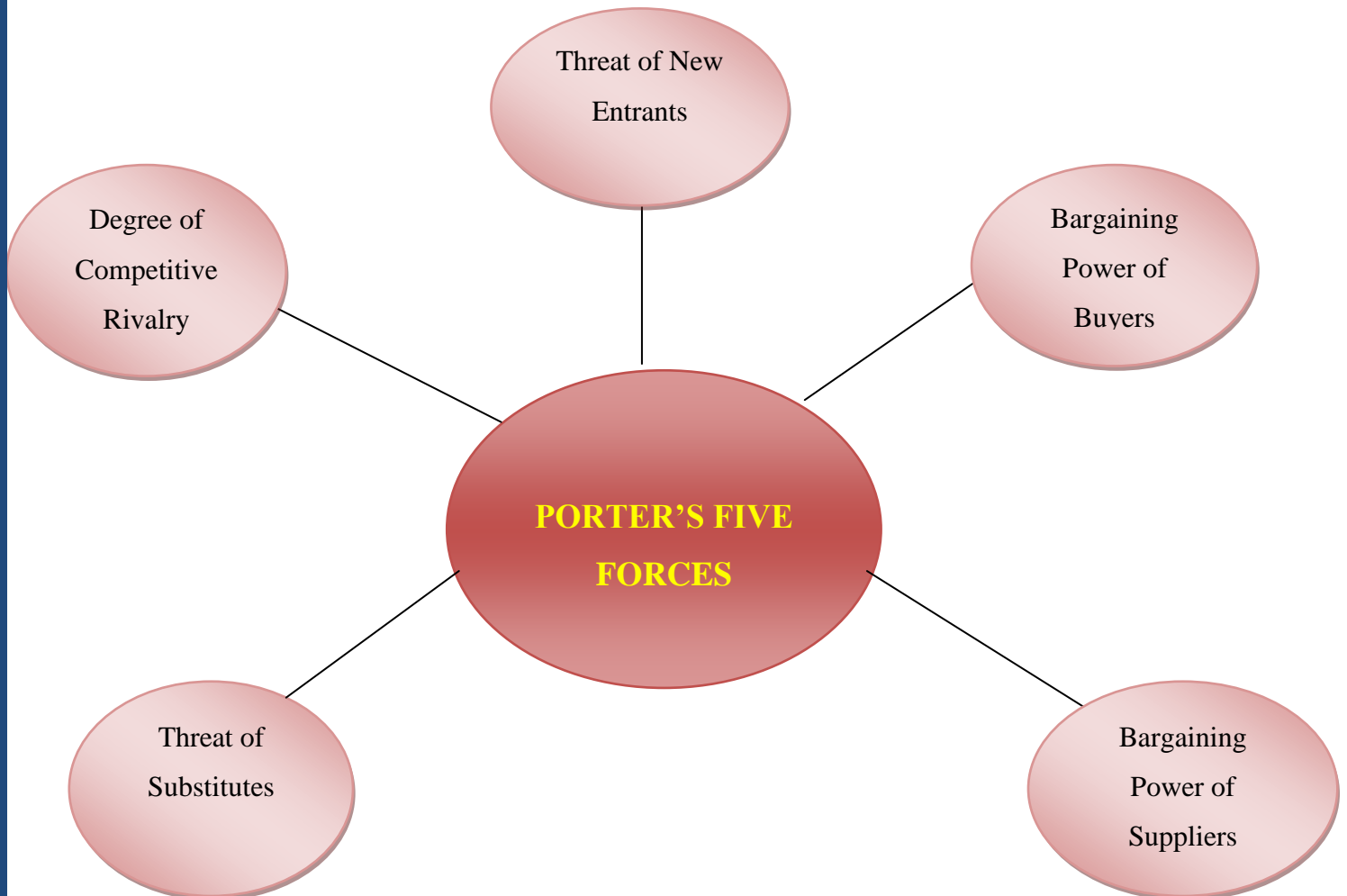
- The daily activity includes the admin work which is mainly done by HR department. In this, the admin schedules the daily flying hours for pilots. In CPL, it schedules for the weekend the number and hours of flying on which aircraft.
- The Engineering team works on both practical and theory part for the checking of aircrafts. The students are taught by the instructors and trainers.
- For pilots, the route maps are covered. Cross-country route maps are checked for permission and other rules.
- The Marketing team looks out for the social media as well as offline campaign of the academy. It tries to reach out to maximum number of leads and from where the target

audience could be analyzed. It pitches the academy for the forefront. It handles blog, Google Ads, Facebook, Instagram and Twitter for SEO campaign.

- IV. **Staff:** - It refers to the number and type of employees the organization will need. Those employees are preferred the most who have knowledge about the aviation industry. Not only do have knowledge but also those who keep themselves updated with all the recent happenings in the industry. They have knowledge about aircraft, its types, the weather suitable for flying and are able to analyze the working and environmental conditions.
- V. **Skills:** - It refers to the competencies and capabilities that the employees of the organization possess. They have English Language Proficiency as it is mandatory for both trainer and the student. They have more than sufficient technical knowledge so that they can understand all the technical aspects involved. They also have decision making and analytical skills and most importantly the leadership skills.
- VI. **Style:** - It refers to the type of leadership that is followed by people of the organization to extract the maximum from its employees. The Academy follows the coach leadership style. The instructor and the trainer take upon themselves to guide the student and to get the best out of them. A mentor is assigned to every student and it is the mentor who makes the curriculum for them, analyses their competencies and works to make them learn and get the best out of them.
- VII. **Shared Values:** -They are also referred to as core values. These values are developed by the organizational leadership and then these values are adopted by everyone who represents the organization in any possible way. The goal is that everyone has a blend of aircraft manipulative skills, academic skills, leadership and command character all which is combined with a competent knowledge of business and aviation management testing .At Carver Aviation the motto is chosen as Airmanship so that we are always reminded that we all reach to a level where we understand each element in the aviation industry with continuous focus on flight safety.

## Answer 5

### Competitive Position in the Industry (Using Porter's Frame Work)



- I. **Threat of New Entrants:** - The industry of flying institutes is one where the threat of new entrants is low because of high entry and exit barriers. The entry here requires large capital investment at the forefront and not only that it also requires human resource professionals who are highly skilled and have lot of technical knowhow in the field. The companies who enter the industry are aware that if they exit they will have to bear high losses. The Aviation Institutes gain from economies of scale therefore when they operate for a sufficient amount of time they gain profit. Since the threat of new entrants is also low therefore if they maintain their quality they even grow in the market. Besides these economic and human resource factors the

regulatory factors like the DGCA norms and their approval makes it difficult for the new entrants to enter that easily. Therefore with regards to Academy of Carver Aviation which has been there for 25 years now we can be certain to an extent that it won't face any such threat.

**II. Bargaining Power of Buyers:** - Economic factors play an important role in creating high bargaining power for buyers in this industry. Buyers are parents of students who enroll in courses like CPL, AME, PPL, etc. After a global pandemic like Corona occurs, this industry will surely behave like a buyer's market, meaning that not many people will seek to sign up for such courses due to high fee requirements. Prices will be the basis of comparison for buyers, but there is a good flight. There are many players who provide identical experiences through their training courses. The infrastructure provided by the institutes is also a basis for comparison between buyers when choosing the Aviation Institute. Looking at the market, there are institutes like Thakur Aviation Institute, IGRUA, IIA Group and others that offer strong competition for Carver Aviation and offer options for buyers and therefore increase their bargaining power.

**III. Bargaining Power of Suppliers:** - The main suppliers for aviation institutes like Carver Aviation are fuel and aviation companies that provide spare parts for maintenance. The supplies also include aviation companies that provide job opportunities to students after they complete their courses like CPL. AME. PPL, etc. The aviation institutes want fuel efficient, fast and well designed aircrafts for which they depend on craft and technology suppliers which are limited by number. Therefore the bargaining power of suppliers is high in this industry. The suppliers develop high quality parts because the safety of aircraft is of utmost importance and therefore the cost of also goes up and also the supplier's power. Therefore Carver Aviation has to take care of this aspect. But one thing that works in its favor is that there is high demand of Aircraft Maintenance Engineers and there supply is less and therefore Carver Aviation can supply AME professionals to the AME industry.



**IV. Threat of Substitutes:** - Substitutes are the various options available for a particular product or service. In this case Academy of Carver Aviation offers courses to students who have just passed class 12<sup>th</sup>. After class 12<sup>th</sup> students have a lot of options they can choose from like B.Sc, B. tech, Medical, arts, commerce, etc. These are the degrees which are substitute for the courses that Carver Aviation provides. Carver Aviation faces another challenge which is that of the high fees that its course has which Indian parents have high resistance to as they are on the more price sensitive side. Another factor which raises the threat of substitute for Carver Aviation is that it offers only licensed courses in comparison to the degree courses that other options offer.

**V. Degree of competitive Rivalry:** - There is high degree of rivalry which exists between various flying institutes in India. Top flying institutes in India like Star Aviation Academy, Thakur Institute of Aviation, Indian Aerospace and Engineering are the biggest rivals of Carver Aviation. All these Institutes are highly active on various social media platforms and keep posting very engaging posts and videos so as to attract students from all over India. Carver Aviation faces a very tough competition from these colleges and therefore it needs to ensure that keeps coming with innovative ideas and also keeps upgrading itself so that it gains a competitive edge over its competitors

## **PART B**

### **1. Introduction**

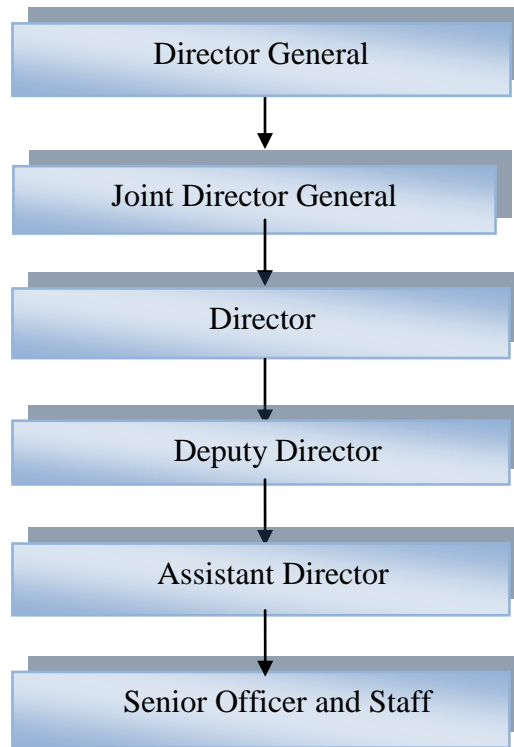
Academy of Carver Aviation Pvt Ltd. comes under the aviation industry. It was established on 19<sup>th</sup> August, 1995 and is located in Baramati, Maharashtra. It is 25 year old school and is one of the best flying school in India that provides courses like pilot training, Aircraft Maintenance Engineering and many other services. It is a DGCA approved flying school and was the first flying school in India to receive ISO 9001-2008 certification. It has 8 aircrafts for providing flying training and 4 aircrafts on the ground for learning.

#### **Marketing Department and its Role:-**

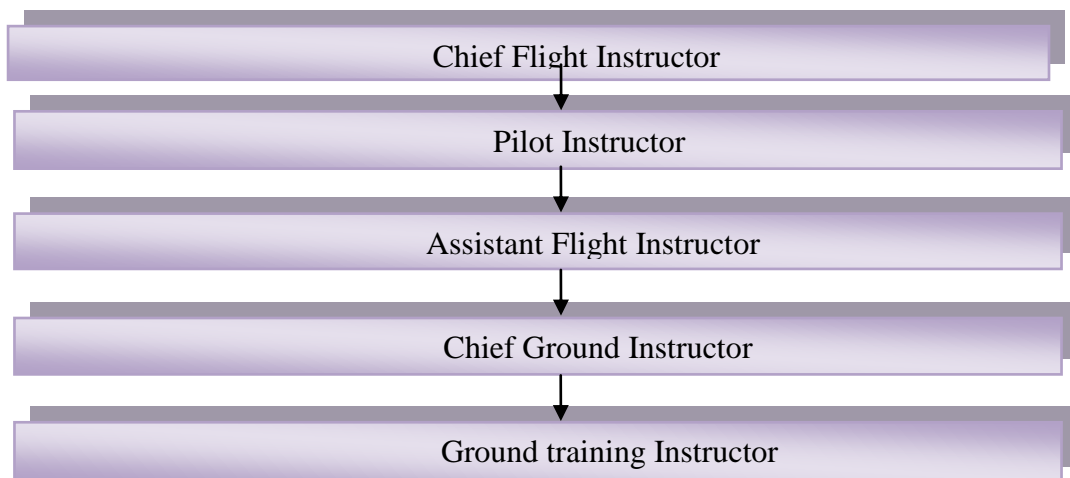
I am currently working in the marketing department of the organization. The marketing team of Carver Aviation consists of 3 people and then there are interns who work under them. The marketing team of Carver Aviation like that of any other organization is mainly responsible for the promotion of the services it has, for reaching out to its prospects and most importantly for ensuring that a positive brand image of its company is created in the minds of people. The factors which differentiate the marketing teams of different companies are the activities which they do in order to market their products or services to the people.

The marketing team of Carver Aviation follows the principal of giving equal importance to both digital and physical marketing. It believes that digital marketing is the trend in today's world and one which cannot be ignored. Today's generation is very active on various platforms of digital marketing and therefore it is necessary to be active in this area and ensure that the company is very well presented in a positive light. It does activities like email marketing campaigns, posting on different social media, writing blogs and many such activities. But not only does digital marketing play a role but the company also feels that physical marketing which includes personal contact always has an effect on the customers. So it also does activities like calling to its prospects in order to ensure that it can properly promote its services and also so that people feel that they truly matter to the company.

**Overall Organizational Structure of the Organization: -**



**Hierarchy of Instructors in Academy of Carver Aviation: -**



The roles of various instructors are described below in detail:-

- **Role of Chief Flight Instructor: -** He is the person who reports to Director of Aviation Program. Below are defined some of the responsibilities that are given to him. The current chief Flight Instructor at Carver Aviation is Javed Mirza.
  - He is the person responsible for supervising all the flight instructors in the academy and is also the one who does a proficiency check of them while selection to ensure that they are capable enough to become instructors.
  - He ensures that while training of students all Federal Aviation Regulations are being followed.
  - He is the person who conducts all the tests that the students given during curriculum and the final test given by students for all flight courses and assigns grades to them.
  - He supervises the assistant flight instructor and all the flight instructors. He reviews their performance and then takes decision based on it.
  - He reviews the courses offered during the flight training program and also proposes new courses if he feels that a particular course is beneficial to the students while training.
- **Pilot Instructor: -**
  - They are responsible for providing training to the pilots in regards to how the aircraft works and all its operations.
  - They also do inspection of the aircraft in accordance with the guidelines provided by the Federal Aviation Administration.
- **Assistant Flight Instructor: -**
  - He performs the duty of the Chief Flight Instructor in his/her absence.
  - He is responsible for conveying to the Pilot Instructor about all the procedural and policy changes that take place.
  - He is responsible for providing supervision to the Chief Flight Instructor, Ground Instructor, Flight Scheduler and Dispatchers.
  - He conducts training of the students that are assigned to him and also meets the parents in order to let them know about how their child is progressing.

➤ **Chief Ground Instructor: -**

- Coordinate and manage the activities of all the Ground Instructors who have been assigned with specific area of responsibility in order to make sure that there is optimum utilization of resources and also the objectives of the training are achieved in an efficient and timely manner.
- He ensures that every detail of ground training program and the result is recorded with no miss.
- He insures that proper checking, proficiency test and validation is done of all the Ground Instructors appointed in the Academy before they start their duties.
- He is the person responsible for making sure that all appropriate ground training material is always present.

➤ **Ground training Instructor: -**

- He is responsible for setting up the material which is needed for training classes.
- He is responsible for maintaining the Planeside Representative training record.

## **2. Methodology**

### **a) Ethnographic Study:-**

It is a mode of study in which information is collected by being an active participant of the environment on which study is being conducted. In our case the major information about the courses was given by Carver Aviation itself. The major search areas included: -

- Importance of maintenance in aviation sector.
- The Impact of COVID-19 pandemic on the Aviation sector all over the world.
- The impact of lockdown on Aviation sector.
- Which jobs will be more prevalent in the aviation sector after lockdown?

For all the studies which we did the mentors helped us throughout with all their guidance and support. Due to the lockdown the major sources of our information were blogs, websites and social media platforms like Facebook, Instagram and Twitter. If any new news came like a new DGCA rule or resumption of domestic flights then the content related to such news was collected from websites and social media.

### **b) Maintenance of Journal / Diary : -**

#### **➤ Company image from Inside**

Carver Aviation is a flying school and offers courses on Pilot training and AME. There are many schools which provide such courses. Therefore there is high competition among these flying schools in order to take eligible students. To gain an edge over its competitors the marketing department of the company takes all the efforts to stay in limelight and promote its courses. Not only this but it also tries its best to be in contact with its customers and engage them. Working as a part of the marketing department I have always had a very positive feeling. Everyone is encouraged to speak openly about their ideas. Not only are they just asked to give ideas but those ideas are actually implemented if they are good and this really motivates everyone to give their best and share whatever they feel might be good for the Academy.

➤ **Employee Satisfaction**

The employees of the Academy are very satisfied with their job role and the opportunities they get. The instructors and coaches get the chance to educate and train various types of students. This not only give them the opportunity to impart their knowledge and experience to the students but they also get a chance to learn from them as they face different challenges while providing training to these students. This leads to them feeling very happy and satisfied because they feel they have done something for the Academy as well as the society. The marketing team specifically is also very satisfied with the work they do and also they feel that with the advancement and innovation in social media it has become somewhat easier for them to promote their services and contact the customers and engage with them.

➤ **Work Culture**

The work culture of the company is one which focuses on cooperation, creativity, innovation, openness and transparency. It ensures that all its employees feel like home in the Academy and also that they don't feel that they are not aware and part of any happenings of the company or any decision which has been taken. Best efforts are made to create a work culture where all the employees feel like a family.

➤ **Sources for opportunity for the company**

• **Vibrant Middle Class**

The students of today want to do something that is different from the traditional courses that have been going on from generations. This provides an opportunity to promote to these students courses like AME, Pilot training and tell them about the bright future these courses have. This would encourage them to join such courses especially the middle class students whose parents generally take loans for their education. Such parents prefer that they have to give only one time investment and hence such courses are an option for them. Thus there is lot of scope for the company in the middle class and it should focus to improve its reach there.

- **Location**

The Academy is located in the rain shadow region of Baramati which provides an opportunity to it to use the location to its advantage because it allows for 12 month flying which no other Academy can provide because of the locations they are in. So the Academy can make use of this advantage and attract more students to join it for the courses.

- **Demand is increasing for trained pilots and AME's**

With the number of aircrafts increasing their maintenance is also required. Hence the demand for AME's is continuously increasing. As the no of aircrafts increase more pilots are required to fly them so that burden on existing pilots does not increase much. Therefore it is very clear that there is more of demand for AME's and pilots as more aircrafts are being bought. Hence this is an opportunity for the company to let students know that there are a lot of job opportunities available for them after they complete the course. This could lead to more students enrolling for these courses and the company can benefit from this.

- **India's Civil Aviation Passenger Growth (post-covid)**

The aviation sector is at low point now because of COVID-19. But as a matter of fact whatever happens air travelling will never stop completely and if a halt does happen like it has happened now it will resume soon. The domestic airlines have already started operating though the numbers of passengers travelling are not like before. But as time progresses and the COVID-19 slows people will resume travelling like they used to earlier so the aviation sector will again see a rise. The courses that are offered by the company do require 1-2 years of completion so by that time the aviation sector would have recovered from this low. So the company should convey this message clearly to its audience that there is a lot of scope in the aviation sector and they should not drop the idea just because of the setback that it is experiencing in these times.



➤ **Issues for future competition**

- **High Operating Costs**

The maintenance and security costs in the aviation industry are high. So the admission costs should be a little higher so as to balance with the operating costs. This is a challenge that will be faced by the Academy because all its competitors will try to minimize their admission costs so as to attract students using different techniques. This is one thing which the Academy needs to be careful of in times to come.

- **Strict Government Regulation**

The COVID-19 pandemic has changed a lot of things. Such changes will lead to the Government laying more strict rules and regulations. The DGCA will also include new rules where the medical fitness and safety of people becomes more important. The company needs to keep this in mind that things will take a major change going forward and they need to be prepared for it.

- **Intensifying Competition**

The competition among the academies for students is going to intensify further now as students would like to go to the Academy where they feel they get the best possible training so that they can get a job for sure in future. For this reason the Academy needs to ensure that it provides best teaching, training and other facilities so that the students feel that they should join only this Academy.

- **High Cost of Courses and no Placement Guarantee**

With so many disturbances going around it is normal for the students to feel insecure about the return they would get after the course and if they would get a job for sure. Such insecurities are a reason that the students might prefer not to take courses such as AME, Pilot training due to lack of information. So the Academy needs to take care of this and ensure that the students are encouraged and told about the job opportunities that are present in these fields.

➤ **Discussable vs Non Discussable Issues**

- Cost Differentiation
- Large Fleet
- High Growth Potential
- Experienced and Pioneer Faculties
- 1 Lakh Hour of Flying Experience

➤ **Early Warning Signals**

- **Low visibility**

The Academy is not that visible on social media platforms as are its competitors. This leads to people not being aware about the Academy. Therefore activities need to be done on these platforms to make sure that the Academy's name is quite visible and people know about it.

- **Low Marketing Expenses**

The marketing expense that the Academy gives to the marketing team is not very high and this leads to various marketing activities that are not done. Therefore it is important to increase the budget of the marketing team so that they can take up activities and compete with their competitors and promote their services to larger audience in an effective way.

- **Low Brand Awareness**

There are a lot of students who are from places near the Academy but still unaware about the Academy and what it is all about. Hence it is very important to increase brand awareness of the Academy so that it can reach more and more students and they pursue courses from it.

### c) Project Work

In the 2 months period that I have worked for the company I have been given various types of tasks and certain sessions have also been held in order to provide better understanding of the various marketing concepts and strategies. Below are the details of the sessions attended and the tasks which I have been assigned in my internship:-

- An induction session was held on the 1<sup>st</sup> day of our internship where we were acquainted with the company's business by the Marketing Head Mr. Dhruva Bhatia.
- The first task given to everybody as part of the internship was to get reviews about the Academy of Carver Aviation on its Google and Facebook page by our friends and relatives. The total reviews got by all interns together were 310 which included 116 reviews on Facebook and 194 reviews on its Google page.
- We also had a guest session with Mr. Vijay Bhawe (Ocean Communications) who told us about the various marketing and branding techniques that can be used by us for Carver Aviation. He also asked us to think about various out of box ideas that we can use to market and promote the courses provided by the Academy especially in this time of Covid-19. He also gave us ideas as to what can we do to engage the audience with us.
- I had been assigned a task to analyze the Instagram account of the Academy and prepare a report describing what the good parts of it are and what is it that can be further improved so as to increase the number of followers as well as the engagement of the audience.
- I had been given a task to prepare a weekly calendar which indicates as to what type of post like trivia, humor, admission or promotion will be posted on which day and what time of the day i.e. morning, afternoon or evening.
- All the interns were initially in the 2<sup>nd</sup> week given a list of 100 students which included class 12<sup>th</sup> and Diploma students from the database that the company. We were asked to call these students and tell them about the Aircraft Maintenance Engineering Course which is scheduled to start in July. First we had to prepare a pitch for the same and get it approved from our mentors.
- After the pitch was approved we had to start calling. We had to tell them about what the course is about and what the scope of the course is in the future so that the students think

about this course as an option they can choose. We also had to tell them about the advantages that Carver Aviation has over other flying academies so that students and their parents feel a need to search more about the course and Carver Aviation as well.

- After completing the list of first 100 students I was regularly at intervals given further list of students to call and pitch about the course. In my entire duration of internship of 2 months I have called approximately 600 students and marketed to them about the Aircraft Maintenance Engineering course.
- All the interns were asked to prepare 2 posts each and decide ourselves what types of post we wanted to create. We had to create these posts with relevant captions and hashtags. The hashtags could be selected using tools like hashtagify, ritetags ensuring that while selecting the hashtags the 10:10:10 rule is followed. So I made 2 posts in which one was for Wednesday afternoon the **Admission Post** and for Wednesday evening “**Ask me anything**”.
- All the interns together had to prepare power point presentation on all the DGCA circulars related to Flight Crew Licensing released from 2000 to 2019. For this task we had divided the circulars among ourselves and took 2 circulars each and prepared a power point presentation. I prepared presentation of 2 circulars for the year 2010.
- We all interns were asked to write a blog (about 100- 150 words) on topic related to AME. I had written a blog on the topic “Aviation to the rescue of the country”.
- We were given a task of doing research and then preparing a newsletter (current job opportunities or other topics) for AME individually.
- I had to create backlinks through Quora. In order to do this I answered 5 questions regarding Aircraft Maintenance Engineering on Quora and hence created backlinks through it.
- We all had to analyze the competitor's social media strategy & how we can implement it in the profile of Carver Aviation. I assessed the competitors of Carver Aviation in the country of New Zealand. I analyzed their social media strategy and prepared a presentation describing the good parts which we could implement in our social media.

- We all interns had to find keywords by using different tools for AME campaign (high CTR & low CPC) 300+ keywords by each intern. I did keyword research using various tools like Google AdWords, SEM Rush, KW Finder and Ubersuggest.
- We had to make an animated video/ doodle video or writing a video script for Instagram story. I wrote a video script highlighting the advantages that AME has over other courses and also its future scope.
- We all had to open a demo account on Google AdWords and create a campaign for AME. I opened a demo account and created a campaign for AME.
- I have prepared email marketing campaigns for the target audience on topics like technology in aviation, Is doing aviation worth the effort and sent them those mails.

Below are the screenshot of some of the tasks performed by me: -

## Is there a good career in aircraft maintenance engineering after 12th with PCM?



Diksha Arora · just now

Aircraft Maintenance Engineering (AME) is one of the best career options you have after completing class 12th with PCM. Even if you have an equivalent 3 year Diploma in engineering or any higher qualification in science with Physics and Mathematics you can still apply for the AME course. The job opportunities available for AME's are large in India and are expected to increase even more as India plans to bring in more aircrafts. The maintenance of these aircrafts is the most important thing and hence the requirement for AME's is expected to experience a share increase. Not only the job opportunities which are available but also with time you can expect to be promoted to higher position's as you gain experience. AME's not only get good jobs but also they earn the respect of millions of people including the pilots themselves because everyone knows that it is these AME's who ensure that the flight they and their loved ones take are safe.

Doing Aircraft Maintenance Engineering course from a good college is important because it provides the students the right training, experience and exposure that they require to become a successful AME. I believe Carver Aviation is one of the best flying schools in India which provides a 2 year AME course. To get admission you do not need to give any exam as the admissions are on the first come first serve basis. Carver Aviation has its own aircrafts for giving students practical experience and also it has collaboration with Go Air Airlines to provide training to students as part of curriculum so that they get an insight of what all challenges and situations they might encounter when they start their career as an AME. For more information visit: [www.carveraviation.com](http://www.carveraviation.com)

Hope it answers your query.



#AMECAREER

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reason of  
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# Technology in Aviation

The aviation industry has stepped forward to adopt the **latest technologies** that are making a statement in the world. These include **Artificial Intelligence, Augmented and Virtual Reality or Internet of things** all of which are being implemented by the aviation industry so that it continues to satisfy and meet the expectations of its passengers. Let's have a look as to how some of these technologies are being implemented in the aviation industry...

## Artificial Intelligence (AI): -

The main goal of aviation industry is **customer satisfaction** and AI is one technology which is being used extensively to achieve the goal. It does so by providing a **personalized travelling experience** to passengers. Not only this it is also **optimizing and increasing the digital interaction** between airlines and passengers. An example of this is the **EasyJet airlines of UK** which is using AI for predictive analysis. The airlines also has a recognition tool which reads the passport of passengers and then fills out information for them hence making the



Before choosing any course the first thought that crosses the mind of any student is if the value of the **course is worth the efforts** they will put in. This question becomes more prevalent when they have to decide to choose an option of pursuing a course such as **Aircraft Maintenance Engineering** which does not enjoy as much popularity as other courses like B. tech, Commerce etc do. Therefore a crucial question arises in the mind of students and that is: - **Is doing AME worth the effort?**

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### **3. Observation**

#### **I. Classification of Observations: -**

##### **About Organizational training: -**

The training culture of the company is in line with the policy that it follows which is the “Open Door Policy”. The best way to judge the culture of any company is by the way it treats its subordinates. Being a part of the company for 2 months and being at the lowermost position in the company I have clearly seen that culture in the company where we have been treated with utmost respect and have been provided with a variety of tasks to give us the maximum exposure that is possible. The company believes in promoting a communication policy in which managers, supervisors and people at the higher position promote transparency and openness at all levels in the company. The company does not follow the hierarchical structure that is generally followed in the corporate culture. It allows for free interaction between people at different positions for example a person at a lower position can also interact with the manager and share their ideas, problems or ask for help.

The organization culture of the company is one which aligns with the mission and vision it has set for itself and the culture plays a very important role in helping the company achieve it. The mission and vision that the company has are as given below:

##### **Mission: -**

“Our aim is to produce the optimum blend of aircraft manipulative skills, academic application, leadership and command character, all combined with a competent knowledge of business and aviation management testing”

##### **Vision: -**

“At Carver Aviation we have chosen Airmanship as our motto to continually remind us that we must reach an understanding of each element in the aviation environment namely Air Man Ship with a continuous emphasis on Flight Safety.”

**Source:** <http://carveraviation.com/about-us>

Being a part of the company as an intern I have always been given an environment where I can put forth my ideas and views regarding the marketing activities that the company can do to increase its reach. Not only this when tasks were assigned to me I have been provided with continuous guidance and encouragement to do the task. I was given continuous suggestions as to how I can improve my work. The work that we all interns did was not just kept but they were posted on various social media platforms giving us encouragement and showing that our work is honoured. A very important thing that I have seen as an intern is that there is mutual respect and trust between all the interns as well as with the mentors.

Being a part of the company what I can observe is that the company uses a motivation theory called “Herzberg motivation-hygiene theory” given by Frederick Herzberg to encourage and motivate its employees.



The company uses all these factors in various combinations to bring growth and development to not only to the company but also of the employees so they can also grow their personality and develop into a better individual as a whole. If we consider some factors like responsibility then in order to make us feel responsible they gave all of the interns the chance to handle their social media platform by posting content in the way we wanted to according to our strategy. Another factor whose example can be taken is recognition. We interns were told that the best performer of every week would be awarded with the title of “Best performer of the week”. Not only was the title given but that intern we were told that intern would also be given goodies and extra benefits in order to keep all the interns motivated to do their work.

Not only were these motivation factors taken into account but the hygiene factors were also given equal priority. The interns were given flexible working conditions, continuous supervision and guidance by mentors and also there was lot of mutual respect and trust between fellow interns and mentors.

So all in all one thing that I have seen while working as an intern in the company is that it does not believe in the traditional methods of hierarchy, culture and working conditions. It tries to take all the steps it can to ensure that all the employees and interns feel like they are a part of the company and important to it. It does not discriminate between the ideas that come from senior management and interns and whatever is best for the company is done.

## II. Trends/Patterns

Aviation Industry is a big industry as a whole and a lot of things should be taken into account while analyzing it like the number and types of aircraft, Hub and Spoke System, the service changes, type of market that is there for domestic airlines and also the number and types of Pilot Flying.

Let's see these factors in detail: -

- **Hub and Spoke System:** - In almost all the major countries the airlines follow the hub and spoke system. The hub is like a central place where all the flights are routed through and the spoke are the ways which the aircrafts take when they depart from the hub for their destination. Most of the airlines follow this system because they are of the view that this system allows them to offer an increased number of flights to their passengers and also it allows for shorter flights between two destinations and hence provides pilots with adequate rest.
- **Types of Pilot Flying:** - Pilots are undoubtedly one of the most critical resources of the aviation industry without which an aircraft cannot fly. There are six categories in which the pilots can be classified into. They are as follows: -
  - **Rotor Pilot:** - These are those pilots who have been certified to fly helicopters as well as rotor helicopters.
  - **Sport Pilot:** - These are the ones who have passed and got the certificate for flying light sport aircrafts. The certification is limited to aircrafts with 2 seats and only one day flights.
  - **Air transport Pilot:** - To be a part of a flight as a pilot or co- pilot certification is a must. This certification is required for 1500 flight hours.
  - **Vacation Pilot:** - These are approved for flying a four seater aircraft but that carries only one passenger. The permissible horsepower with which they can fly the aircraft is 180.
  - **Private Pilot:** - They are allowed to fly at night and also at controlled airports. They need atleast 40 hours of flight time in which 20 of them must be with an

instructor. They can fly any single engine land plane but they are not allowed to fly for commercial purposes.

- **Student Pilot:** - If the flight instructor approves of then the student pilots can fly the plane alone. They get the student id for 60 months below the age of 40 and for 24 after months if the age is above 40.
- **Changes in Service:** - With change in economic and financial conditions of the airlines it is their responsibility that the service model being pursued by them also changes accordingly in order to ensure that that the financial stability is still established. No change comes without any impact and similar is the case in his scenario. Service model changes bring about a negative impact on small and medium market eventually but then it is a challenge which needs to be handled efficiently.
- **Types of New Aircraft:** - With the advancement in time a lot of different types of aircraft have entered the aviation industry. The seven major types of aircrafts that are being used in the aviation industry are: -
  - **Piston Rotors:** - They are single engine rotorcraft, helicopters or rotorcraft powered by piston engines.
  - **Experimental Airplanes:** - These airplanes are generally made from kits made by the original manufacturer. These are sometimes also called kit airplanes.
  - **Multi Engine Piston:** - It is a fixed wing aircraft powered by two and sometimes more than two piston engines.
  - **Single Engine Piston:** - It is a fixed wing aircraft powered by single piston engine.
  - **Turborotor Aircrafts:** - These are rotorcraft powered by one or more turboshaft engines.
  - **Sports:** - These are single engine piston aircrafts. They are restricted in many ways like the weight and number of seats.
  - **Turbojet Aircraft:** -They are fixed wing aircrafts and are operated by one or more reactors.

- **Oligopoly:** - It is defined as a condition in which a small number of companies owe a large amount of market share. The national airline industry is considered as an oligopoly because there are some major firms which control the market and then there are smaller firms under them.
- **Aircraft type:** - With changes in the demand of the consumers and the increased capabilities that aircrafts have due to technological advancements a lot of new aircrafts and its types have entered the aviation industry.

Some other segments that we can look into while we try to understand about the Aviation Industry are as follows: -

- **Evolution of training products:** - The pilot training is one of the key aspects of any airline industry. As time has evolved so have the methods of providing training to the pilots changed considerably. The methods are categorized into the following: -
  - Online training and e-books
  - Traditional Courseware and Films
  - Virtual Classrooms
  - Computer based training
- **Evolving training approaches:** - With the invent of new technology day by day even the training methods are evolving which use these technologies. Some of them are: -
  - Interactive Learning
  - Blended Learning
  - Ab Initio training
  - Competency Based
  - On Job training

#### **4. Identification of Critical Issues or problem areas if any**

- A major challenge that we faced was a constraint by the Academy itself. The Academy was not willing to spend much on marketing activities and to do marketing about the AME course a moderated budget was required to be allocated. In the absence of the budget it was not possible to do so much of promotion online as well as offline. Therefore it was a major and most important constraint faced.
- The most important think while marketing is that people are aware about the product being marketed. But while going around with the marketing activities I had a major realization that people are not aware about the infinite possibilities and options that are there in the aviation industry. This unawareness about the existence of possibilities made it a tough task because we first needed to let them know what they were getting into and what type of future they have.
- The time that we had to in order to market our course to students and make sure that they become so willing to take up the AME course was less. We had 2 months and in this short span of time it was difficult to do so. In addition to this the lockdown had made a lot of people not willing to talk about such courses. They were not sure about anything and as to what would happen and therefore they didn't want to think about the course their child would do in future right now.
- People are not aware about the “Academy of Carver Aviation” what it is and the courses they provide. This made it a tough task to get people involved because they are not even aware about the presence of such entity which made it even more important to make “Academy of Carver Aviation” a known brand through various marketing techniques.
- Another critical challenge faced was to convince students and their parents to enroll for a course such as AME which they were not much aware of and also in addition to it invest an amount of around 5 lakhs just for 2 years. The families that it was a huge risk because they were not sure about the course and moreover they had to spend an amount that they did not know was worth spending for or not.

- To bring in students we had to decide a target segment for it. But the high course fees made our target segment smaller because there were only few who were willing to spend so much for a 2 year course. Hence a limited segment was available from which we had to encourage students to take up the course.
- The last thing that I felt is like people everywhere the ones with whom I contacted even many of them had a belief that engineering, medical, law, Arts are the way ahead and their child must pursue career in these fields only. As a matter of fact aviation industry is a niche sector where only students who love aviation generally pursue it. So to make people change their way of thinking is not an easy task because it has been developed over years and has become rigid. It is going to take a lot of efforts to make people realize that it is no longer true and that there are large opportunities available in other fields like aviation too.

### **Problems in the upcoming years and their possible Solutions**

#### **I. Problem:-**

One of the most important and major problem that the Academy faces is that of its location. It is located in Baramati, Maharashtra. It is a rural area and hence connectivity is one of the major issues it faces. There is no direct facility like train or flight available to reach the place. One has to reach Mumbai, Pune or any other place which has train or flight facility and then take a cab or bus to reach Baramati. This is a very difficult way of travelling and hence many students do not prefer the Academy.

#### **Solution:-**

##### ➤ **Why this place?**

The Academy of Carver Aviation was setup in Baramati for a reason. The weather at Baramati is one that suits flying all over the year. This is one of the main reasons why the Institute chooses Baramati. Moreover there is enough space available to them there where they can keep their Aircrafts and also have a large runway and also it has a lot of space where it has setup a lot of facilities and now it has also setup its own English Proficiency



Centre in the space available. Such space would not be possible if it setups in any other place.

➤ **What can Academy do to avoid this barrier?**

The best way is to highlight to the people the institute in various aspects its positives and how it is the best flying school in India. It can showcase the benefits of the location to its targeted customers so that they forget about the little discomfort they will have to face. In this way they can actually try to overcome their disadvantage and try to turn it into an advantage.

## **II. Problem**

Another major problem that the organization faces is that 90 % of the staff belongs to rural area and hence they are not well verse with the latest technology and therefore there are problems when the organization decides to implement a new technology. In the coming times digitalization will be at its peak and implementation of latest technology will be what will decide how well an organization does. The employees in Carver are not well versed with the latest trends and technology and hence this will be one of the major issues that the organization will face in the coming years.

## **Solution**

According to me Carver Aviation can take the following two steps to solve the above problem: -

- It can train its employees about the latest trends, technology, digital platforms and digitalization and also ask them to take frequent courses in these topics so that they are always up to date and they also don't face any issues when new initiative in these fields are taken in the organization.
- Recruit employees who have knowledge about these areas so that they can help the existing employees and also the organization by providing their inputs whenever any such initiative is taken.

### **III. Problem**

Carver Aviation is a part of the Aviation sector where margin is too low. The focus in the sector is more on cutting losses rather than on gaining profits. The main reason for this is the low income of the Indian citizens. Due to low income people want low cost flights for travelling therefore all airlines in order to attract customers keep their fares low as compared to their competition. But even if the airlines keep the cost low but the aircraft operating cost they have to pay is high. Therefore the airlines face loss but how do they minimize these losses is a decision that they have to take for themselves. Even Carver Aviation is a part of the industry where it faces such issues.

### **Solution**

SpiceJet faced a similar issue when it was about to go down in the year 2014. But then its top management took some decisions that have turned the tables around. Some of the decisions it took was:-

- It implemented a fuel management program to achieve better fuel efficiency.
- It also took into its own hands its cargo, catering and reservation services that it was outsourcing to 3<sup>rd</sup> party.
- It has focused on other cost effective methods in which the most important is the cost of acquisition on revenue generating assets.
- On the routes where it generates maximum revenue it emphasized on improving load factor by effective pricing and inventory management.

Carver Aviation can learn from SpiceJet as to how it took steps to reduce its cost and turned its fortune around since then. It can apply these methods in its own organization in the way applicable to them and hence earn profits.

## **5. Conclusion**

### **I. Summary of trends in organization**

- If we consider the aviation industry it has evolved tremendously not only with the aircrafts but also in the training and teaching methods such as Competency based and Blended Learning.
- The aviation industry lies in the oligopoly market structure. In the Indian aviation market right now there are four major airlines and some few small airlines. The oligopoly market structure has a lot of more competition compared to other market structures and hence the airlines industry faces a lot of competition
- Carver Aviation Academy is a flight institute that believes in providing its students with loads of knowledge and facilities that help them to develop and grow. It is equipped with the latest equipment and technological approaches. When the Academy started it just had 3 aircrafts but now it has expanded itself and has 12 aircrafts in which 8 are fully functional aircrafts for providing flying training to the students
- With a lot of changes in services taking place now is the time to establish a new financial model that can sustain these changes. These changes are deemed to have a negative impact on small and medium market
- There are a lot of categories of different types of pilots which have emerged now. These include glider pilots, vacation pilot, private pilot, sports pilot

## II. Summary of feedback given to organization

- The company's website has a lot of content and covers almost everything that anyone would want to know. But the website is not only about content it is also about the appeal it has to the viewers that visit it. Therefore it can improve its website and make it more visually appealing to the audience with some graphics and moving pictures and so on.
- The Academy has outsourced its website development task to a 3<sup>rd</sup> party but the problem is that there is absolute lack of coordination between the 3<sup>rd</sup> party and the marketing team. This makes it very difficult to use tools like Google Analytics for getting advantages that can be used by the Academy.
- It is important to always keep in mind the fact that any career that students chooses is also based on the fact that at the end they are able to get a job of their choice. So it is important for the Academy to keep posting frequently about the job opportunities on the social media platforms that are available and increasing in the aviation industry. Apart from this they should also post about the related sectors for aviation that can offer job opportunities to these students at the end.
- Carver Aviation is not just about the courses of AME and pilot training but it has a lot of other services which it offers like flight instructor rating, instrument rating, multi engine endorsement, instrument rating and many more. It can tell people about these services by sending newsletter to them and letting them know and also it can send them to its past trainees. I would highly recommend that they show urgency in such situations so that people feel compelled to take these offers.
- An exclusive way in which the Academy can differentiate itself from its competitors is by increasing the range of aircrafts it has. Currently the Academy has 8 aircrafts for flying training and 4 for on ground training. It can increase them by investing more money and thus gaining an advantage over others.
- The best result of any marketing is when people feel the desire to know more about the product being marketed. This is the age of digital marketing and people today are very active on various digital platforms and hence this can be used to the benefit. The academy can use social media marketing, search engine optimization, blogging, videos and many activities to attract audience to it.

- It is important for the Academy to make its presence on social media platforms like Facebook , Instagram more engaging and one of the ways to do is by posting videos which involve the current students doing activities, having fun , its infrastructure so that people become more aware about the Academy and its activities. It is also a way of presenting a live picture to the students because it is quite possible that they might not be able to visit it and hence it is a very effective way of engaging people at the same time as promoting itself.
- When compared with other pilot training institutes especially in India “Academy of Carver Aviation’ has a very strong presence online. It can build on it and use it to make its marketing campaign more pronounce so that it reaches even a wider audience. It will benefit a lot from it because the target age group of 18-25 it has generally uses a lot of digital media these days and hence it can reach them through these platforms.
- The best marketers of any product or service are the people who are currently using it. Similarly it is quite possible that the students currently studying in the Academy and all those who have previously studied told to their friends who love aviation and even those who do not about the Academy. So a referral program can be started where these students are given various types of incentives if they are able to bring students through their network to join the Academy.
- Since our childhood story telling is one thing that has attracted us because we can relate to it more and therefore using this medium would be beneficial to the Academy. It is important to let people know by the students themselves about their journey and the choices they have made in their way. They can also tell why they after all choose aviation as their career and what has been their experience. This will make it easier for people to understand because they might be finding it difficult to make a choice at this point and this guidance and direction is something that might help them.
- A student life is not just about academics but it also involves all the co-curricular and extracurricular activities that take place while being a part of an Academy. So when a student thinks to join Carver they would want to be aware of what they will be a part

of apart from the academics. To make them aware about this aspect of the Academy they can send newsletter on topics such as the sports activities that take place, festivals, celebrations and other events that happen. This will help in increasing user engagement as well increase the probability of students joining the institute.

- Students who wish to join the Academy would have doubts regarding the course and to respond to these students individually will increase the workload of the Academy. It can be managed in a more appropriate way by compiling all the questions which they have been asked from various mediums. These questions can then be answered and sent to all the target audience in the form of a newsletter. This will not only answer their questions of the people who asked but also of those who have been unable to ask but have queries. It can weekly release a newsletter with all such question and answers.

## PART C

### Learning's

#### I. About Self Learning: -

My whole internship has been like an experience that has made me grow as a person in total. I have learned both skills and corporate lessons during my 2 months. The skills that I have learnt include both soft skills and hard skills.

Some of the **hard skills** that I have learnt are: -

- **Outbound Marketing: -** It is a form of marketing which involves approaching and interacting with customers without any prior information to them. One of its types includes Tele marketing which plays the most important part. In my internship I was asked to call students and talk to them about the course we offered and tell them about the benefits and why they should pursue it from our Academy. This was one activity where I learnt a lot. I learnt about how people react when something new is offered to them, what are the ways in which they can be persuaded to hear and interest can be developed in their minds for a particular thing so they explore about it further.
- **Strategy Building: -** A well planned strategy is one thing which helps any company to succeed in the long run. Marketing strategy is one of the most essential strategies that any company needs to formulate in order to attract customers to it. I was a part of the marketing team therefore I learned a lot about what the different marketing strategies are and how to implement them. Not only this but I also gave my suggestion on what activities can be undertaken in order to attract customers. For example I suggested that on Instagram we start with “Ask us Anything” initiative which was not being used earlier. I felt that this would allow people to ask questions and they could get their queries cleared. Therefore all of this thinking outside the box and building strategies is what I have learnt and actually implemented in my internship.
- **Digital Marketing: -** It is a way of reaching people through the use of internet. It is marketing technique which has gained a lot of impetus especially in today's times. In my

internship I have worked a lot on digital marketing. Some of the digital marketing activities that I have done are:-

- **Email Marketing:** - The most important thing in marketing is to stay in touch with the targeted audience. To do the same there are various ways and one of them is email marketing. It is a way of sending emails to the intended audience on topics related to various trends and schemes and so on. In my internship I have send mails to the students in order to inform them about latest information related to Aviation or topics pertaining to AME which offer them insights about it. I learned that just sending mails is not enough but the email should be innovative and creative so that people feel compelled to read them. Hence I learned to make creative and effective emails.
  - **Pay per click Advertising:** - Advertising about one's company and the service they provide is important. During these 2 months I have learned how to create campaigns on GoogleAd by using keywords and analytics and hence promote about the Academy and the courses it offers.
  - **Website Marketing:** - It is a method by which traffic is brought to the website. The main purpose of doing so is that people can see what all is there in the company, its facilities and in short know everything about it. I used to answer questions on Quora where I created backlinks about the Academies website and hence whenever anyone sees the answer and they like it they might feel tempted to click on the link and come to the website and see the courses.
  - **Content Marketing:** - I have learnt how to write meaningful content with the help of Search Engine Optimization. I have written content for posts that are posted on various social media platforms, blogs and email marketing.
- **Social Media Marketing:** - It is one of the main things that I have done during my internship. We had a task of creating brand awareness about the Academy and letting people know about the various courses offered by it and in particular Aircraft Maintenance Engineering course because the admission for this course was starting. For doing so we created various posts for all social media platforms like Instagram, Facebook, Twitter and LinkedIn. These posts included us making posters, videos and also



doing graphic designing. Along with all these I also write captions for these posts using relevant hashtags.

- **Market Research:** - There are different ways of doing market research and in our case we did it by analyzing the social media strategy of our competitors not only in India but also in countries other than India so that we could get a proper perspective. I analyzed the social media of strategy of the competitors of our Academy in New Zealand and found out what all initiatives and tasks they have done in order to stay relevant among its people and to build brand awareness about their Academy. I prepared a presentation which highlighted all the unique activities they do on their social media platforms. This market research helped me in analyzing the customers as a whole and understanding what are the things that really attract them towards such Academies.

Not only did I learn these hard skills but a lot of **soft skills** as well during my internship. Some of them are: -

- **Responsibility:** - The best thing to learn in the corporate life is how to be responsible. During these 2 months I was given a lot of tasks for which I was responsible because it was just not about doing the task but because what we were doing was going to be posted on the company's social media profile. Not only this but also the emails that we prepared were going to be sent to the customers. So we needed to be very responsible for whatever we do because if there were any mistakes from our side then it would hamper the company's image. So during this period I learned how to be responsible for what I do and the decisions that I make because they were going to directly impact the company.
- **Team Work:** - The success of any company depends on its teams and the coordination and trust that exist among the teams and also in between the members of every team. In my case we also had been given a lot of group tasks which we had to complete together as a team. We had to make presentations together, create email marketing campaigns which we all completed in time by coordinating and trusting each other. This is what I understood that when we work together as a team then we can not only do our work quickly and efficiently but also a trust is developed that goes forward to bring lots of success for the team as well as the company.

- **Time Management:** - Time management is a skill which is expected to be present in all individuals who wish to join the corporate. I learnt it here when I was given a number of tasks all of which required to be completed in a stipulated time period. All the tasks were important and therefore I had to manage my time efficiently so I could get them all done.
  
- **Work Ethics:** - An important part of working with any organization is following the work ethics in every field that we work. Working with the company just helped in getting used to these basics again as I learnt to treat all my seniors and fellow interns with respect and regard, to complete all the work on time and most importantly to adapt to an organizational culture which might not be the same as we are used to. So this all really helped in gaining a very professional learning.
  
- **Communication Skills:** - To succeed in any walk of life or through any work which we do communication skills are very important and they do come handy. During my internship I had to perform outbound marketing which involved doing Tele marketing in which we had to call all the students who were prospects for joining the Aircraft Maintenance Engineering Course. It was a given that in this calling clear communication was a must and therefore I learned and improved in the art of communicating clearly and efficiently. This also required me to convince them to look upon the course and think about it as a career option and hence I learned the art of convincing and pursuing people.
  
- **Adaptability Skills:** - Adaptability is a quality which is essential to succeed and this is what I got to learn in my internship. I had been given various tasks that I had no idea as to how they had to be done but then I had to adapt myself to learn about ways in which they could be done and therefore in the end I was able to complete them. Not only this but also the environment and people with whom I was working were new but then I had to adapt myself and know them so that I could work accordingly and in coordination with them.

## II. Summary of Self Learning

- It made me realize that in order to make your product or service successful it is very essential to know its strength and weakness over its competitors.
- I have never been aware about the aviation industry much but during my internship I have explored a lot about the aviation sector, how it works, what are the various job options available in it, what steps has the government taken to boost the sector and a lot of more things in this area.
- During the internship I had to pitch to various prospective clients by calling them. This was the first time I was going to do such a thing and therefore I learned how to prepare a pitch and to ensure that all key points are included which highlight the course and the Academy.
- During the pitching I also realized that it is essential to be well prepared beforehand as people may ask any question that they might feel they need an answer to and it is therefore good to know well in advance about everything being pitched about the course and the Academy. Also while pitching it is important to understand what the person being pitched to wants to know about and ensure that those points are said and in a way that promotes both the Academy and the course.
- I also realized that while approaching a prospective client it is essential to be well aware about him in order to know about the ways in which those points can be used to point out the benefits that both the parties involved can get if they work together.
- While approaching anyone with a product or service it is important to know about both our product or service and that of the competitor. This is because it is quite general for people to compare a product or service being offered with its competitor and only if we ourselves know about it can we answer their questions and clear their doubts.
- A very important thing I learned is that the initial part of the pitch to the client is the most important part of the pitch. In the starting 2-3 minutes of the pitch all the important points should be highlighted and most importantly it should be kept as engaging and interesting as possible. It should be such that they realize that they are a lot of things that they would benefit from here because until they find something in for them they are sure to be least interest in hearing. Hence this point should be kept in mind while delivering any pitch to any client.

- I learnt that a very critical aspect while marketing a product or service is pitching it to the right client. If it is marketed to people who are not even interested then it will be a waste of both of ours time and energy. Therefore it is very crucial to market it to the right people and hence the concept of prospecting becomes very important in this regard. There are ways in which target clients can be found like using social media platforms and then see who reacts and engages with the related content, connecting with people who seem to have some connection or have had past connection with the product or service. This is something that I have learnt and also learnt as to how to find these target clients.
- A “NO” does not mean a permanent “NO” as far as marketing is concerned. A client who says “No” in the first talk for a product or service does not indicate that he might not take it. This is where the follow up process comes into picture. A follow up is more important than the initial pitching because it’s in the follow up that the clients usually sign off. Hence there is always scope to get the client to agree for a product or service if we continuously pursue. It is also way of showing that we are very serious and we value them. This attribute was very new to me but I have learned it and it has really helped me.
- Negotiating is very important in marketing and this generally takes place while we are closing a deal with a client. But what I learned is that it is only okay to negotiate to a certain extent. Just for the sake of signing off a client we should never negotiate a deal which underestimates the value of our product or service. We should know a value after which negotiating should not be done whatever it be because the worth of the product or service being offered should always be taken into account.
- Referral is the process of referring others to something which we think they might consider useful. I had never considering asking for referrals from people whom we are currently pitching. But during this internship I asked people to refer their friend or someone they know might also be interested in the course being offered. So this was a very new experience for me.
- One of the things of doing an internship is that you learn to prioritize things and stay under the limits that are set. We had been given a limited budget under which we had to do the marketing activities. Since we were beginning so we were not sure about the budget every activity would require. But it was essential to ensure that no important task was left out due to budget issue. Hence it required that we prioritize all the tasks so that

even if some tasks were to be left out they were the least important ones. This is what I had done as a step to remain under the budget and also to ensure that I never leave a very important activity out and also tried to find solution and other options as to what could be done for the activities that were getting left out.

- I understood the importance of competitors and that they play a very important role in the strategy making of any company. To be able to do well it is very important for a company to understand its competitor's strategies and the segment they are targeting for themselves. This will help the company in forming its own tactics of marketing and everything accordingly especially when the product or service being offered is of high price. This is the scenario in our cases as the courses offered by the Academy are costly and therefore it was important for me as well that before making any strategy for the Academy I completely understood those of the competitor which I did by doing a detailed analysis of them.
- “The key to success is in perseverance “is a line often told and yes this is what I learned during my internship. During my initial days of internship I got upset by the fact that whoever I was calling to pitch to was refusing and it really disheartened me and I thought that maybe I was not good at it. But then I realized that whatever it is it is for me to face it and therefore I decided that I needed to persevere and try. And yes I tried and I started getting emails of students those who were interested.
- There are always professional etiquettes related to any job and following them is very important. During my internship I learned a lot of not only professional behavior as to how to talk to different people professionally but also how to draft a professional mail.
- I also improved a lot in my interpersonal communication skills as I had a lot of interaction with different people and with people at higher posts.
  
- I have always wanted to do social media marketing but never got a chance to do that. But during my internship one of the primary tasks I had was social media marketing. Therefore I got hands on experience as to how to work on various social media platforms, what and how to post, how to make our presence more engaging to the audience and how to capture the attention of the people we are targeting.

- In my internship I came into contact with other interns from different colleges and cities. It helped me to know them better and I made connections with them and there was a lot of knowledge sharing we did which helped all of us a lot.
- I also learned and improved on a lot of skills of presentation, patience, convincing and a lot of such skills as a part of my internship. These skills have helped me grow and I can use them from now onwards better.

In the end I would say that these 2 months of my internship have been extremely enriching. I have a lot of things ranging from development of personal skills to marketing skills like cold calling, digital marketing, creating brand awareness and much more.

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## ANNEXURES



16<sup>th</sup> June, 2020,

### Summer Internship Certificate

This is to certify that **Ms. Diksha Arora** from **Institute of Management, Nirma University** has successfully completed her summer internship at **Academy of Carver Aviation Pvt. Ltd.** from **10<sup>th</sup> April, 2020 to 15<sup>th</sup> June, 2020**. The project was undertaken by her in **Sales & Marketing** titled **"Use of Various Marketing Techniques and Tools for Empowering Brand Awareness for Aircraft Maintenance Engineering Course at Academy of Carver Aviation"** under the guidance of **Mr. Dhruva Bhatia, Marketing In Charge**.

During the period of her internship programme with us she was found punctual, hardworking and inquisitive.

She has worked sincerely on her assignments and her performance was **Par Excellent**.

We wish her good luck for her future.

  
  
**PRAMESH PARIKH**  
**GENERAL MANAGER**

**Academy of Carver Aviation Private Limited**  
CIN - U80221MH1995PTC091279

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