



SUMMER PROJECT ASSIGNMENT

FINAL REPORT



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SECTION- C

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I express my sincere gratitude towards Mrs. Swati Ranka, Marketing in charge giving necessary advice and guidance in the internship. I choose this moment to acknowledge his contribution gratefully.

I would also like to thank my faculty mentor Dr. Mayank Bhatia for continuous support and guidance without whom this internship report would not get completed.

I perceive 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.

PART-A: PROFILE OF THE ORGANIZATION

Information about the Company

About the Company

Academy of Carver Aviation is a flying school in India that provides training for Pilots and Aircraft Maintenance Engineers. It was established on 19th August 1995 and has a rich legacy of 26 years. The academy not only provides training for Pilots and AME's but also many additional courses and also services such as License Issue/Renewal. It started its journey with just 3 aircraft and now it has 11 aircrafts today out of which 9 aircraft are in flying condition. Some of the historical achievements are listed below:-

- It is a DGCA (Directorate General of Civil Aviation, Govt. of India) approved flying school.
- It is the first flying school in India to have an ISO 9001-2008 certification.
- From 2019 it has collaborated with Go Air airlines to provide training of around 2 months to its aviation students.
- According to new DGCA norms introduced last year all pilot training students need to go through an English Language Proficiency test from a DGCA Approved Centre. To facilitate the process the Academy has built the infrastructure for its Centre and is waiting for DGCA Approval to start operating.

Products/Services

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

Courses

- Commercial Pilot License
- Aircraft Maintenance Engineering
- Private Pilot License
- Multi-Engine Endorsement
- Hours Building
- Re-Current Flying

Ratings

- Assistant Flight Instructor Rating
- Type Rating
- Flight Instructor Rating
- Instrument Rating

License Issue/Renewal

- ATPL – Issue
- ATPL – Renewal
- PPL – Renewal/CPL – Renewal
- AFIR – Renewal/ FIR – Renewal
- RTR – Renewal

Customers

Customer profiling: The customers for the organization are students with some eligibility criteria. The eligibility criteria for its three 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:**
 - I. Class II medical is to be done by a DGCA approved medical examiner.
 - II. 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

- The minimum qualification required is a class 10th 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 encourages diversity but the major segments it targets are places near Baramati like Mumbai, Pune, and Nasik. It also targets Chennai as many students interested in aviation enroll in their courses. Therefore these are the major segments it targets though it markets itself to enroll students from all over India. For AME it majorly targets the rural parts of Mumbai as the majority of its students come from there.

How does product/service reach customers?

The most basic way it tries to attract customers, students and their parents for its courses and other services that it provides is through marketing on the field and social media. It markets its product on various platforms like Instagram, Facebook, Linked In, Twitter, Pinterest, etc. so that it reaches the maximum no of people and accomplish brand awareness. It also does calling to students personally so that they create awareness on a one to one basis about pursuing a career in Aviation and what makes their institute stand apart. It also keeps posting various blogs, having Question and Answer sessions so that it can engage with more people directly and solve their queries.

Financial Information

Since it is not a listed company and a private ltd company, therefore we can't access any information regarding the financial performance and the dividend distribution of the company.

Industry Analysis

Industry Classification

The Indian aviation industry can be broadly divided into the following main categories:

- **Scheduled Air Transport Services-** It includes domestic and international airlines.
- **Non-scheduled Air Transport Service-** It includes charter operators and air taxi operators.
- **Air cargo service-** It includes air transportation of cargo and mail.

Industry Structure

General nature of competition:

The sector is rife with competition and is now stagnating. It is currently in an advanced stage of the business cycle. In the long term, the number of competitors remains constant. Because they are often in long-term credit arrangements to sustain their operation, high fixed expenses make it difficult to quit the sector. The planes or the items involved are extremely sophisticated, which adds to the competitiveness. Because switching costs are minimal, there is a fair distribution of market share, and none of the businesses can have a large market share in comparison to others.

Because most individuals need to travel, this business has a huge profit margin. This is not a trend that will make this business lucrative in the long run.

Economic policy:

- The government should encourage private sector engagement.
- Under the automatic route, foreign investment in scheduled air transport, regional air transport, and domestic scheduled passenger airlines is authorised up to 49 percent.
- The Indian government has issued a policy named "DigiYatra" for biometric digital processing of travellers at airports. Through a linked ecosystem, the policy would ensure consistent execution and passenger experience throughout Indian airports.
- Greater government emphasis on infrastructure, more deregulation, Open Sky Policy, policy sops, and FDI promotion, among other things.

External environment sectors

1. Suppliers & its impact:

- The key suppliers in this scenario are the aeroplane manufacturers. The inputs are much standardized in this business. Airline businesses seem to solely vary in terms of facilities. The planes have a lot in common. Some manufacturers are currently attempting to make their ideas more environmentally friendly.
- An aviation institute's major suppliers include fuel businesses and aviation firms that offer replacement parts for maintenance. The acquisition, maintenance, and operation of aeroplanes need a significant financial expenditure. The focus on the aviation machine's safety when installing new components is a fundamental necessity, thus suppliers in this business manufacture extremely advanced components, increasing the cost and supplier's power
- Airlines are unable to simply transfer suppliers. The majority of businesses have long-term contracts with their vendors. Because planes are such high-capital items, corporations are more likely to get into long-term loan arrangements and enjoy better credit terms if they don't swap businesses. The amount of cash required to enter the plane manufacturing sector makes it challenging. Even one plane costs roughly \$220 million to build due to the amount of money and experience required. As a result, the aviation business has a small number of suppliers. Airline companies are these manufacturers' sole source of revenue, hence their success is critical.

2. Technology and its impact:

- Using technology to reduce fuel costs.
- The growth of technology has been a driving force in increasing airline operating efficiency. Using modern aircraft engine technology, IT systems, and mobile technologies, airlines have been able to save costs and enhance operations. Better connections and a better travel experience for travellers have been made possible by technology.
- The most expensive part of an airline's budget is fuel. It currently accounts for more than a third of all operational costs. Advanced airplane technology, according to Boeing, one of the leading aircraft manufacturers, cuts fuel usage by double-digit

percentages when compared to previous models. The use of sophisticated technology winglets boosts aircraft performance as well.

- Some of the methods used to improve fuel economy can reduce noise by up to 30%. They also increase range—the distance an aircraft can fly with a given quantity of fuel—and payload—the quantity of cargo an aircraft can carry measured in pounds. Other airline operations, such as maintenance and engineering, as well as in-flight operations, have benefited greatly from creative technological solutions.

3. Economic policy and its impact:

- Greater emphasis on infrastructure: By 2026, the Indian government plans to invest US\$1.83 billion in airport infrastructure and aviation navigation services.
- Increasing liberalization, Open Sky Policy: Since the airport sector was opened to private involvement, six PPP airports have been built throughout key cities.
- Taxes and Charges: Indian aircraft manufacturers, repairers, and over haulers (MROs) are free from all customs and countervailing duties.
- Financial Assistance: The government has set aside \$710.38 million for the Directorate General of Civil Aviation to undertake several initiatives.
- 2016 National Civil Aviation Policy: The policy addresses 22 aspects of the civil aviation industry. The strategy has ushered in the Regional Connectivity Scheme (RCS).
- Urban Airports: Over the previous five years, the AAI has built or rebuilt 23 metro airports.
- Non-metro airports: An upfront subsidy of 2% on both domestic and international airfares has been proposed to subsidies non-metro airports.
- FDI Encouragement: The Government of India has approved 100 percent FDI through the automatic route for Greenfield projects, but only 74 percent FDI for Brownfield projects under the automatic method.

Analysis of the Company

Growth story of the company

Academy of Carver Aviation, founded on August 19, 1995, is one of India's most prestigious and well-known flying schools. Thousands of students have gone on to achieve successful professions as a result of their training with Carver. Growth in terms of Aircraft and Course Profile

The Academy began with only 3 aircrafts in 1995 and only one course of Pilot training. Carver Aviation expanded its fleet to 11 aircraft in 2011 but due to its extensive use there are 8 aircraft in flying condition currently and rest of them are used for training purpose. Carver has a fleet of single engine & multi engine Aircrafts that includes Cessna 152, Cessna 172 & Partenavia P68C.

In respect of courses, it runs Pilot training courses like commercial Pilot license (CPL), Private Pilot License (PPL) as well as Aircraft Maintenance engineering course from 2010.

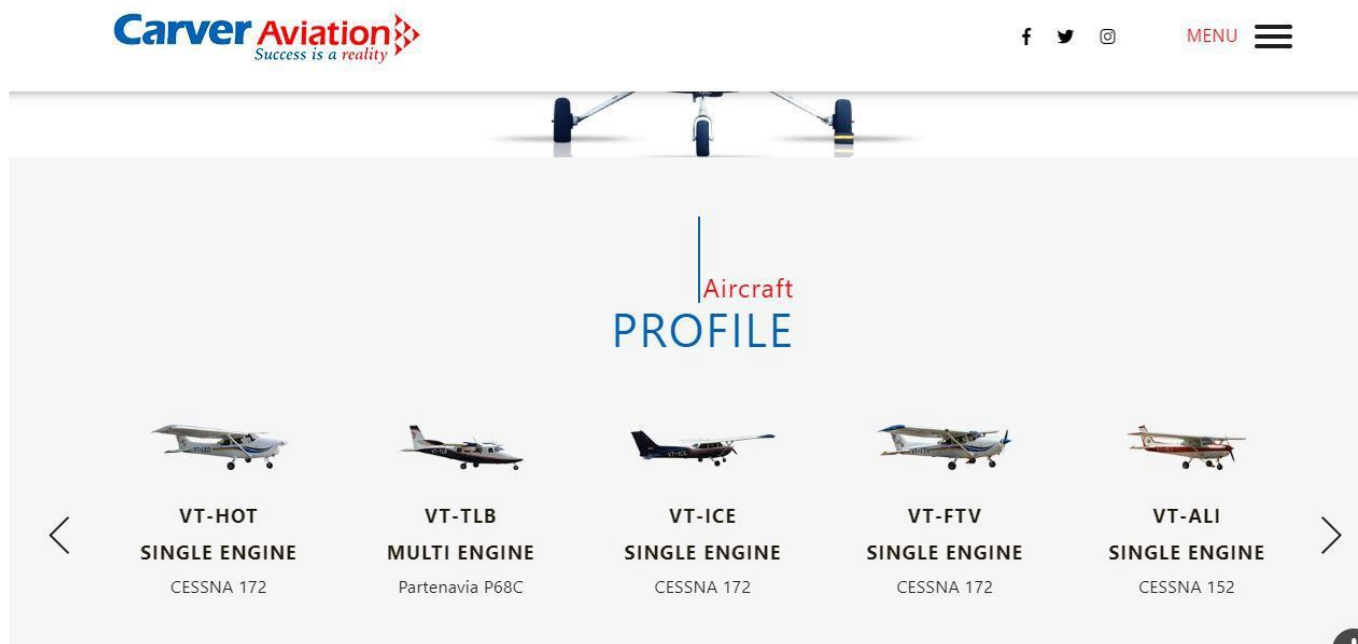


Image 1

Growth in terms of Market Share

The market share of an educational flying institute may be assessed in terms of the number of students enrolled as well as the quality of education and training it provides to its students in terms of career stability.

Because no government entity has a ranking system for flying institutes, only private sites such as shiksha.com, careerdunia.com, and others have a ranking system, which is not supported by any government entity and is mostly paid for by the institutes, there is no formal ranking system for these institutes. As a result, the institute's market share may be assessed in terms of the number of students that successfully enroll year after year.

CPL and PPL courses have been fully enrolled over the past five years. When the AME course initially began in 2010, the institution had difficulty recruiting students, but in the subsequent three years, the course has been fully enrolled, contributing to the school's significant development.

Due to an accident and COVID-19 pandemic, few batch were now completely enrolled thus led to decrease in profits for the company. But now upcoming August 15 batch shows promising enrollment.

Growth in terms of Infrastructure

With an infrastructure spread across 389,000 sq. ft. Carver Aviation is located in the rain shadow region of Baramati, Maharashtra which ensures that flying can be done in all seasons. Academy has covered a long journey in terms of its infrastructure right from just one institute building and runway to include the following-

- i. Control Tower having its personal designated frequency of 129.25 utilized for all flight purposes.
- ii. Hangar (a closed building structure to hold its fleet of aircrafts) which is DGCA approved covering an area of 5000 sq. ft. and enables them to hold 4 fleets for aircraft maintenance at a time.
- iii. Access to a space of 1, 80,000 sq. ft. approximately, for parking its fleet of 8 aircrafts.

- iv. A 7700 ft. tarmac runway with a breadth of 150 feet and orientation of 11/29.
- v. Its own AME School within the campus of Academy of Carver Aviation.
- vi. Fully constructed English language proficiency Centre which is awaiting the approval of D.G.C.A.
- vii. An in-house maintenance facility consisting¹² of electrical shops and engine maintenance approved by D.G.C.A. In the beginning, aircraft maintenance was not done in the campus due to which the flying halt for 1 month and results in losses for the institute therefore it decided to have its own in-house maintenance facility.

Company Organizational Culture

The organizational culture of the company could be understood by its vision statement- “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.”

And by its mission statement-“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”.

With its consistent approach to complete its mission statement with a clear direction of vision the company has been able to achieve great success. The company follows “Open door Policy” organizational culture rather than a hierarchical corporate culture system. It believes in autonomy in communication policy where everyone from the executives, managers and supervisors promote transparency and openness throughout the company.

As an intern I experienced different opportunity to put ideas and opinion in front of my team members and my mentor where some of many of my ideas were put to action as well. It receives recognition and achievement due to its transparency and responsibility sharing among all its members.

Comparative performance and Benchmarking Practice in Industry

There are many competitive institutes present in India as well as outside India. In India the top competitive institutes are- Thakur Institute of Aviation Technology, Pune Institute of Aviation Technology, Star Aviation Academy, Indian Aerospace and Engineering, Thakur Institute of Aviation Technology, Bharat Institute of Aeronautics. Whereas outside India if we take USA highly competitive institutes where most of Indian students take admission are- Atlantis Aviation, US Aviation Academy, Wayman Aviation Academy, Epic Flight Academy, Florida Flyers Flight

Academy. Carver Academy has managed to grow among many of such competitive flying institutes by providing state of art facilities to help budding aviation enthusiast successfully build the careers.

The Benchmarking Practices used in this Industry are as follows-

- Engaging its followers through digital strategies.
- All famous competitors are present on all social media platform Linked in, Instagram, Facebook, Twitter, Blog site, Newsletter, they run ads campaign, paid promotion etc. to increase their brand awareness and attract potential targets towards the field of aviation.
- Having trained and licensed instructors with high rating and years of experience.
- More number of aircrafts and tie ups with major airlines like Air India, Indigo, and Go Air to provide students with training on the bigger aircrafts.
- Rich infrastructure to provide better on field training and safe place learn.

PART-B: PROJECT WORK

Research Based Project [Type-I]

Introduction

Nature of Problem, the gap in knowledge/information:

Study competitive market of the academic sector of Aviation Industry

Objectives of the study

1. To study and understand the competitive market of the academic sector of Aviation Industry
2. To analyse different offerings from competitors and list down their strengths and weakness
3. Informing the company in how can we improve our offering by comparing our academy with others

Utility of the study

To understand why an academy or institute offer their courses at ascertain price, what they include in their course and what is the quality of service they offer. To improve Caver Aviation's product offering.

Methodology

Approach

The approach adopted was to collect information about the course offering from top Aviation Schools/Academies from all around India and comparing them with Carver Aviation's offerings. Quantitative data includes time taken to complete a course, fleet size, fees, extra expenses other than fees, students per batch, number of instructors, and location. Qualitative data include eligibility, courses offered, placement, placement guidance, international experience, hostel facilities, digital presence, infrastructure, and online communication.

Sources and method of data collection

The primary information for the problem was collected through the organisation's social media accounts, website and by calling them for enquiring about the admissions and collecting information. Secondary information was collected through different education portals online and reading reviews about an academy online forums

Method of data analysis

Data were analysed by comparing qualitative and quantitative data with Carver Aviation's offering. Also discussing with current students and pilots about their view on a particular academy's offering. It was also analysed based on my experience of calling the leads at Carver Aviation for conversion.

Context of Industry Problem

To understand where Carver Aviation stands in the industry and how its offerings are better or worse than other academies in the same industry.

Presentations of Data

Madhya Pradesh Flying club, Indore

- **Courses offered-** PPL, CPL, Multi-engine rating, Instrument rating, Simulator/IPT, English language proficiency.
- **Location-** Indore
- **Fleet size-** 9 for both Indore and Bhopal branch
- **Number of instructors-** 8
- **Fees of CPL and PPL**

CPL- Rs. 850,000

PPL- Rs. 340,000

- **Students per batch-** 50
- **Placement-** No placement guarantee

Falcon Wings aviation academy:

- **Courses offered-** PPL, CPL- single engine+ IR, CPL- multi-engine+ IR, Renewals
- **Location-** Faizabad, Uttar Pradesh
- **Fleet size-** 10 Cessna 152, 2 Piper Seneca, Robinson R44
- **Fees of CPL and PPL-** CPL- 27 Lakhs

Sha-shib flying academy:

- **Courses offered-** PPL, CPL, Assistant Flight Instructor Rating, Flying Instructor Rating, Recency/ conversion flying
- **Location-** Guna, M.P.
- **Fleet size-** 5 at present, proposes to have total 16 in the coming year
- **Number of instructors-** 5
- **Fees of CPL and PPL-** CPL- Rs. 22 Lakhs
- **Placement-** Has a training and placement cell

Asia pacific flight training academy

- **Courses offered-** CPL, PPL, Multi-engine instrument rating (ME-IR), Foreign Flight License Conversion (FLC), Assistant Flight Instructor Rating (AFIR), Flight Instructor Rating (FIR), Type Rating, and Instrument rating (IR), Airline Transport Pilot License (ATPL) Theory and ATPL Renewal.
- **Location-** Rajiv Gandhi International Airport (RGIA), Hyderabad, Telangana
- **Fleet size-** DA40D, single engine piston and DA 42, twin engine piston
- **Number of instructors-** 5
- **Fees of CPL and PPL-** PPL- Rs. 9.2 Lakhs, CPL- Rs. 42.85 Lakhs
- **Date of commencement-** June 2021
- **Students per batch-**
- **Placement-** Website mentions 97% placement, with major Airline companies coming for campus placement

SVKM's NMIMS Academy of Aviation

Shirpur Airport at Post Tande, Dhule, Maharashtra 425405

Courses offered:

1. Commercial Pilot's License (Aeroplane)
2. Private Pilot's License (Aeroplane)
3. Assistant Flight Instructor Rating (Aeroplane)

Eligibility Requirements:

- 16 years at the time of admission,
- 18 years at the time of CPL issue.
- Class 10th passed

The Bombay Flying Club

Location:

5th Floor, Avionee Building, near Nanavati Hospital, Vile Parle West, Mumbai, Maharashtra
400056

Courses offered

1. Commercial Pilot Training
 2. Aircraft Maintenance Engineering.
 3. BSC Aviation Degree from Mumbai University.
 4. B.Sc. Aeronautics Degree.
 5. Air Hostess / Cabin Crew / Hospitality Expert. ...
 6. Hobby Flying.
 7. Remotely Piloted Aircraft System (Drones) Course.
 8. Mumbai University Exam
- Fleet size: 8 aircrafts
 - No of instructors: 6
 - Fees CPL: 3050000/- (only flying and ground fees included)
 - Fees PPL: 600000 /-
 - New batch from: Date not fixed because 12th exams got postponed
 - No of students in a batch - 30
 - Placement – placement assistance provided

Nagpur Flying Club, a Govt. of Maharashtra Enterprise

Location

Hangar No. 1, Wardha Rd, Near Airport, Adjacent to DBAI Airport, Sonegaon, Nagpur,
Maharashtra 440005

Courses offered

1. Private Pilot License

2. Commercial Pilot License

- Fleet size - 4
- Fees - CPL - 29.5 lakhs
- New batch from – Admission started
- No of students in a batch- 60
- Not active on social media and do not have a website also.

Telangana State Aviation Academy

Location -

Old Airport, Near New Bowenpally, gautham nagar, Hyderabad, Telangana 5000

Courses offered

1. Student Pilot Licensing training
 2. Private Pilot Licensing training
 3. Commercial Pilot licensing training (Single & Multi engine)
 4. Instrument Rating Training on (single & Multi engine)
 5. Aircraft maintenance Engineering
 6. M. Sc. Aviation 5 year Integrated Post-Graduation course approved by Jawaharlal Nehru Technological University, Hyderabad
 7. The Facility of C.P.L Conversions
 8. Assistant Flight Instructor Rating
 9. Flight Instructor Rating
 10. Hobby Flying
 11. Instrument Procedure Training (IPT Single Engine) on the elite evolutions iGATE G-1000 advance ATD with 3 channel
- Fleet size - 3
 - Fees – 32 lakhs for CPL (Ground class and flying included)
 - Not active on social media and do not have a website also.

CAE Gondia aka National Flying Training Institute

Location:

c/o Airport Authority of India, Birsi Airport, Paraswada, Gondia, Maharashtra 441614

Courses offered:

- 1) Integrated CPL – Gondia
- 2) IndiGo Cadet Pilot Programme - Domestic Pathway
- 3) IndiGo Cadet Pilot Programme - International Pathway

Integrated CPL – Gondia:

Fees: INR 4,200,000

What's included?

- Complete ab-initio training programme
- All course materials
- Text books
- Uniforms
- Transportation between the campus and the Birsi airport

What's not included?

- Accommodation
- Meal

Eligibility Requirements

- Age 17 to 32
- Be of Indian nationality, or hold an Overseas Citizenship of India
- Candidate should pass Physics, Mathematics & English in (10+2) exam or equivalent to 10+2 with minimum score of 55% individually in Physics & Mathematics
- Possess a valid Indian Class II medical certificate / CA Form 35 issued by DGCA Doctor (prior to assessment stage)

- Hold a valid DGCA-issued Class 1 medical certificate with no limitations (prior to course induction date)
- Be fluent in English – both written and verbal
- Be in good physical condition with appropriate weight and height
- Self-declaration by candidate that he/she is not under any medication or possess any mental health issues

IndiGo Cadet Pilot Programme - Domestic Pathway

Fees:

Commercial Pilot License (CPL) with Multi-Engine Instrument Rating (MEIR) INR 4,000,000

Upset Prevention & Recovery Training USD \$5900

Airbus A320 Type Rating* USD \$37,195

What's included?

- 1) Complete ab-initio training programme
- 2) All course materials
- 3) Text books
- 4) Uniforms
- 5) Transportation between the campus and the Birsi airport

What's not included?

- 1) Accommodations
- 2) Visa
- 3) Food
- 4) DGCA exam fee
- 5) Medicals
- 6) Travel

IndiGo Cadet Pilot Programme - International Pathway:

Fees:

Commercial Pilot License (CPL) with Multi-Engine Instrument Rating (MEIR) and Upset

Prevention and Recovery Training (UPRT)

Training in India INR 845,642

Training in the USA USD \$89,831.40

Fee exclusive of taxes and surcharges.

Airbus A320 Type Rating USD \$38,033

Fee inclusive of taxes.

Future fees structure will be applicable when you reach this stage.

What's included?

- 1) Course briefing
- 2) Accommodation*
- 3) Food*

*During CPL, MEIR and UPRT training

What's not included?

- 1) Medical certificates
- 2) Visa
- 3) Transportation (other than local in Gondia)
- 4) Other license charges

Analysis & Discussion

Madhya Pradesh Flying club, Indore

Strengths:

1. Charter services
2. Flower dropping
3. Joy rides
4. Apprenticeship training for AME
 - Competitive fee structure
 - Multiple affiliations

Weakness

- a) Conclusions
- b) Inferences
- c) Managerial implications
- d) Recommendations for action (if any)

Falcon Wings aviation academy

Strengths:

- Competitive fee structure
- More number of aircrafts

Weakness

- Inconsistent on social media platforms
- Small fleet size
- No accommodation available
- Below average infrastructure

Sha-shib flying academy

Strengths:

- Bank loan assistance
- Scholarship based on merit
- Good infrastructure
- Has online presence

Weakness

- Small fleet size
- Present on social media, but is almost inactive
- Admission process involves GD-PI

Asia pacific flight training academy

Strengths:

- Variety of courses are offered
- Good infrastructure
- Collaboration with Asia Pacific Flight Training Sdn Bhd, Malaysia
- Boasts about placements (Campus placement was done by Vistara 2 years back)

Weakness

- Inactive on social media
- Has an entrance test , registration fee for which is Rs. 20,000
- High fee amount
- Small fleet size

CAE Gondia aka National Flying Training Institute

Strengths:

1. Website is clean and easy to navigate and highly transparent with up to date information.
2. Worldwide presence and reputation
3. Job security in integrated courses.
4. Availability of integrated courses.

5. Amazing social media presence and activity with 26.7k followers on Instagram, 120.8k followers on Facebook, 184.3k followers on LinkedIn, 4.22k subscribers on YouTube.
6. They have a video series on how to become a pilot and other related topics.
7. They also have a podcast series named “2020 podcasts rewind”.
8. They have a hashtag #CAEpilot.
9. Such huge online community helps to develop a sense of belongingness in the minds of students.

Weakness

1. Fees are too high.
2. Selection process is also difficult.
3. Eligibility criteria is also a disadvantage for students.
4. They don't provide any accommodation and food facilities.

SVKM's NMIMS Academy of Aviation:

Strengths:

1. Reputation of NMIMS.
2. Flying training on the latest CESSNA-172R/TECNAM aeroplanes equipped with Garmin-1000 system.
3. Provides glass cockpit aeroplanes.
4. AC classroom
5. Hostel to Airport transportation facilities.
6. Classroom – equipped with Audio-Visual training aids.

Weakness

1. Hostel facilities is worst according to online reviews.
2. No placement assistance.
3. Website is clean and easy to navigate, but does not provide much information about the course.

4. Very bad social media presence and activity with 292 followers on Instagram, 2897 followers on Facebook.
5. There is no dedicated social media account for Academy of Aviation under SVKM's NMIMS.

The Bombay Flying Club

Strengths:

1. It is one of the oldest flying clubs of India with very good reputation.
2. The college infrastructure is good. All the classrooms have 2-3 A/Cs, library and its own maintenance hangar.
3. All instructors were highly qualified with many of them have worked in big airlines and air force before.

Weakness

1. In 2018, due to the increased traffic in Mumbai, they have shifted flying classes to Dhule, north-east of their previous base of Juhu where now only ground classes take place and lost their location advantage
2. The ground classes and the flying are in 2 different locations
3. No hostel facility near ground classes

Nagpur Flying Club, a Govt. of Maharashtra Enterprise

Strengths:

1. Fees is less because it is a state government-run institution and would be charged at subsidized rates
2. Known as cheapest flying club in India
3. Admission is based on interview process and students are attracted because it's a government run academy
4. Located close to Nagpur international airport and Ideal dry weather for flying training throughout year

Weakness

1. No DGCA approval, but they are working towards it.
2. Club was closed and only restarted this year after a gap of over three-and-half years.

Telangana State Aviation Academy

Strengths:

1. State Government run Institute
2. Admission through aptitude test
3. DGCA approved
4. They prefer when students clear their DGCA exams first and then come for flying.

Weakness

1. Flying is very slow and the instructors aren't the best according to reviews.
2. Some students are reported leaving the school and migrating to a different one

Conclusions

As per our research, we concluded that most Academies with DCGA approval are more successful in providing better education to students and also maintain their online presence properly. In CAE Gondia aka National Flying Training Institute even though they have the highest fees while comparing with other academies they still maintain 100% batch size and has the best online presences, thus shows that providing placement assurance is a powerful sector where other academies can improve and gain more success. Many academies also had a small fleet size and less number of instructors which may reduce operating costs to running the academy but will cause a decrease in admission and quality of education. The bank loan facility, hostel, infrastructure, and time to complete Commercial Pilot License or Private Pilot License course is also a major competitive strength among the academies. Some academies have collaborated with the foreign academy to give better placement, attract students and provide better facilities.

Inferences

Social Media activity and website aesthetics are not up to the mark for all the academies when comparing it to other industry.

Managerial implications

Carver Aviation has the best infrastructure, hostel facilities, bank loan assistance, placement assistance, and transportation & food facility at the campus. They need to improve on Social Media presence and website. Also, develop connections with foreign academies to widen the scope of students joining the academy. Collaborative programs that provide placement and Type Rating after Commercial Pilot License can be developed with airlines.

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Problem Solving Project (Type - II)

Introduction

Nature of problem (Situation analysis leading to problem definition)

To bring more leads and convert them using different approaches necessary at Carver Aviation. This includes informing them about the institute, the condition of the aviation industry and solving their problems and doubts related to pursuing a career in the Aviation Industry

Objective (s) of the study

The objective of this is to clear student's/learner's doubts and motivate them to pursue their dream career, while also highlighting the fact and benefits of joining Carver Aviation which can help them achieve their dream.

Expected benefits

Promotion of Carver Aviation's customer service, courses and facilities. Help students/learners to get a clear understanding of a career in the Aviation Industry. Learn what problems are faced by students and how they select a particular aviation academy.

Methodology

Lead generation:

Pandemic has caused many problems like health, financial and transportation many students have doubts regarding pursuing their career in the Aviation Industry. Also due to its high cost and the Aviation Industry facing huge loss, many students fear joining Commercial Pilot Licence, Private Pilot Licence, and Aircraft Maintenance Engineering course. All of these problems indicated that there a problem if not resolved will cause difficulties.

To solve doubts and queries of students and to promote Carver Aviation Academy we organized 3 webinars online on Microsoft Teams. Two webinars were based on Commercial Pilot Licence and one on Private Pilot Licence. All webinars were greeted by Carver Aviation and information and Q&As were addressed by industry experts and pilots. The first webinar was organized on June 1, 2021. Which had 269 registrations which was the result of

promoting a webinar on different social media platforms and also emailing current leads. The webinar was about:

- Providing information about how to become a pilot
- Future of the aviation industry
- How to become a successful pilot
- Life after becoming a pilot
- Have live interaction of students with pilots.
- Work-life balance in the life of a pilot
- Right time to start pilot training

The second webinar was organized on June 26, 2021, on Private Pilot License. Which had 82 registrations which was the result of promoting a webinar on different social media platforms and also emailing and calling PPL leads. The webinar covered topics like:

- Cost to buy an aeroplane
- Cost and process to join a flying club
- Cost to fly at Carver Aviation after getting PPL
- Test/Examination required to complete before applying for PPL
- Time required to complete PPL
- Concept of PPL and where can it be used
- Rent a plane and fly to the place they prefer

The third webinar was organized on June 27, 2021, on Private Pilot License. Which had 150 registrations which was the result of promoting a webinar on different social media platforms and also emailing and CPL leads. The webinar covered a similar topic as of first one but with more depth and this time emphasis was more on solving questions of attendees.

Writing answers on Quora and solving the doubts of aspirants, along with that providing links and promoting our academy so that people may visit our website and provide us with details.

One answer was to be given daily on various topics related to aviation on Quora and meanwhile promoting the academy.

Post engaging stories on social media to increase the popularity and reach of the social media account of Carver Aviation and the Aviation Industry.

Helping out leads by solving their doubts via email, Whatsapp conversation or call and asking them to rate “Carver Aviation” on Google and Facebook. We also approached the qualified and current students of the academy to write reviews on Google and Facebook about “Carver Aviation”.

Writing blogs on trending to topics like “Pilot Training”, “Indian aviation industry”, “Inside an aircraft”, etc. and promoting the same on online forums like Quora. Writing blogs also help us increase more audience online and promote our academy

Reels were made that promoted the Academy, gave information about the industry, spread awareness and increase the reach of Carver Aviation online

Emailing to the leads that visit and register on our website about the academy’s offering.

The next step of the process is lead conversion giving admission and solving doubts of leads

Lead conversion:

Calling leads that are generated on the website, social media, webinar, and form the other above mentioned sources. Informing about the academy’s offerings like Commercial Pilot License, Private Pilot License and Aircraft Maintenance Engineering. Learning about their eligibility and interest for a particular course, clearing their doubts and later guiding them in the process of admission.

Calling 100-150 leads daily also helped us to understand our target market and what are their concerns which helped us develop strategies to help them out and bring conversion to the

academy. Also, we came to know what leads preferred and want in an Aviation academy, which later helped in research on analysing competitions' strengths and weaknesses.

Our research helped us understand that the current generation is more inclined towards having a conversation on Whatsapp rather than on call. So we shifted doubt solving from calls to messages. This also helped us to keep a record of the conversation we had with a lead. Many leads were generally focused on ways to fund the course at the cost of the course was Rs. 39,50,000 and talking on Whatsapp helped a lot as documents can be easily transferred via email. Daily about 100-150 calls also included follow-up calls from the previously contacted leads.

Some leads were more calculative about their decision and were only comfortable on call and email, so for them, we kept doing follow up calls.

For Private Pilot License, leads were generally a wealthy business person or were at a senior position in a company. Talking to them needed to be factual and appropriate and they generally asked to schedule a call at the preferred time slot. They were more interested in what can be offered by the academy after they gain their Private Pilot License. So we informed them about flying club, rent a plane, buying a plane, etc. and how can we at Carver Aviation help them.

Follow up calls to the attendees of the webinars which was held on June 1, 2021, June 26, 2021, and June 27, 2021, helped us understand the quality of our webinar and what questions went unanswered and those were answered later. The first step in becoming a pilot is to have a medical check-up done by DGCA approved doctors. We guide our leads in that process.

We made a report suggesting changes in the website that will make it look more appealing and premium. After getting questions from the webinar we also suggested adding a FAQs page on the website to help anyone who visits our website in the process of becoming a pilot.

We also received about 10-15 inquiry calls daily that was handled with utmost care as most of them were interested in the academy and needed guidance for taking admission.

All the interested leads needed in-depth knowledge about the course so our target was to ask them to schedule an appointment and visit our academy at Baramati to know and see what “Carver Aviation” has to offer.

Suggestions

The website of Carver Aviation can be improved to provide information at a glance and step by step guide to pursuing a career in Aviation. Weekly or Monthly email newsletters can be sent to the leads by Carver Aviation to inform them about recent happenings in the Aviation Industry. More conversation should be done on Whatsapp as the current generation is more comfortable there.

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PART-C: LEARNING FROM THE SUMMER TRAINING PROJECT

While working with Carver Aviation in this summer internship program I learned how to work in online mode. I also learn how the youth which is approximately 16 to 19 years old think about their education and career choices I also learnt lot about the aviation industry and how it is changing and how aviation academies are playing an important role in shaping the future of the Aviation industry. Further, I developed an understanding of how social media has now become a major source of marketing and how it attracts the youth population. I learned the importance of information on the website and emails. While conducting online webinars we faced many difficulties but we did overcome them, we also realized that online webinar was very easy to conduct as nobody has to meet physically or travel this saves money and time we were able to bring industry experts that were not easily available due to their tight schedules for our webinar. We also understood that the private sector of the Indian aviation industry is underdeveloped and how it can be improved further, which can provide opportunities for flying enthusiasts. On the personal level I improved my communication skills management skills leadership skills and also time management. I got chance for networking with other interns and seniors. Working hard, independently and also taking constructive criticism was a new way to learn new things with experience.