



AVIATION

**"Aviation is proof that has given the will, we have the capacity to achieve the impossible"-
Edward Vernon Richenbacher**

We Chat



TRIPTI SAIGAL

*Inclusion and Diversity Senior Specialist,
Airservices Australia*

ABOUT US



OUR VISION

“To nurture thought leaders and practitioners through inventive education”

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler

At WeSchool, we are deeply inspired by the words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities require a new approach both in terms of thought as well as action. Cross-disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy the mind’s eye needs to be nurtured and differently so.

We school has chosen the ‘design thinking’ approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

MESSAGE FROM THE DIRECTOR

Dear Readers,

It gives me great pride to introduce SAMVAD's edition every month. Our SAMVAD team's efforts seem to be paying off and our readers seem to be hooked onto our magazine. At WeSchool we try to acquire as much knowledge as we can and we try and share it with everyone.



Prof. Dr. Uday Salunkhe
Group Director

As we begin a new journey with 2019, I sincerely hope that SAMVAD will reach new heights with the unmatched enthusiasm and talent of the entire team.

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and to be unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

SAMVAD is a platform to share and acquire knowledge and develop ourselves into integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

FROM THE EDITOR'S DESK

Dear Readers,

Welcome to the March Issue of SAMVAD for the year 2020!

SAMVAD is a platform for “*Inspiring Futuristic Ideas*” and we constantly strive to provide articles that are thought provoking and that add value to your management education.

With courses pertaining to all spheres of management at WeSchool, we too aspire to represent every industry by bringing you different themes every month. We have an audacious goal of becoming the most coveted business magazine for B-school students across the country. To help this dream become a reality we invite articles from all spheres of management giving a holistic view and bridge the gap between industry veterans and students through our WeChat section.

The response to SAMVAD has been overwhelming and the support and appreciation that we have received has truly encouraged and motivated us to work towards bringing out a better magazine every month.

We bring to you the March Issue of SAMVAD which focuses on “**Aviation**”. Did you know that Aviation in India is one of the fastest growing aviation markets in the world? Or at least it was before COVID-19.

Our timing couldn't have been better to discuss about a sector which will be going through a major transformation in the coming period! And while we do know about the past, what keeps us intrigued is how the future will pan out for Indian Aviation. And while the great minds battle that out on televisions and newspapers, it is time you also listen to what the future leaders (us!) have to say.

We hope you read, share and grow with us!

Hope you have a great time reading SAMVAD!

Best Wishes,

Team SAMVAD.



We Chat: Mrs. Tripti Saigal

5

Role of TQM in Aviation Industry

9



Air Transport: Cost Benefit Analysis in NEXTT

12

Importance of Brand Building in the Airline Industry

15



Diversity and Inclusion Programs in Aviation Sector

18

Crisis Management- Boeing 737 MAX

21



Call for Articles

24

Team Samvad

25

WECHAT

Mrs. Tripti Saigal

Inclusion & Diversity Specialist at Airservices Australia

Team SAMVAD

1) Could you please take us through your journey in the Aviation industry?

Ans: I started my career with Airservices Australia 3 years ago. I had recently moved to Australia and was working with another Federal Government Department as a Change Manager when I got the opportunity to move to a Strategic HR role with Airservices. Working in the Aviation sector for the first time, I had a lot to learn about the business and its leadership. Airservices Australia is a government agency that controls the country's air navigation, managing 11 percent of the world's airspace while providing safe and environmentally sound air traffic control management and aviation rescue and firefighting services. We safely manage domestic and international air traffic operations for more than four million aircrafts carrying more than 160 million passengers annually. The aviation industry also relies on us for aeronautical data, telecommunications, and navigation services.

My role with Airservices till recently was primarily focused on identifying and managing talent and developing leadership capabilities. I was instrumental in designing and implementing talent management processes like 9-box, Succession Planning, Development Centres, and Leadership development modules. I was also a core team member performing Success Factors (ERP solution) at Airservices. In December 2019, I moved into a new role and am now managing Inclusion and Diversity initiatives here. This role is created specifically for improving the work culture and ensuring that all employees feel safe, valued, and

respected while working at Airservices. Coming from a culturally diverse background and having experienced the anxieties of working in new and unfamiliar environments, I am fully aware of the responsibility that I have been tasked with this role and am looking forward to making a positive impact here.

2) What has been the proudest moment of your career?

Ans: I have been working in HR for the last 15 years (11 in India and 4 in Australia), and the proudest moments for me was being promoted soon after resuming work from my maternity break. My first child was born in India, and I returned to work when she was five months old. I received my promotion letter at Hinduja Group the very day I resumed office from my mat break. And this history repeated itself in Australia too when I resumed office in November last year after the birth of my second child and got promoted at Airservices. I think this speaks a lot, not just about my credentials as a professional but also about progressive organizations recognizing the value women bring at work despite personal challenges of birth and motherhood. I feel proud to be working with such organizations that provide equal opportunities to employees.

3) How has the Aviation Industry changed over the years?

Ans: The aviation industry is in an exciting phase right now. With several new airlines

globally and a decrease in the cost of flying in the last few decades, more and more people are relying on aircraft as their preferred mode of transport. Airlines are introducing ultra-long-haul flights (flying non-stop for more than 20 hours) to reduce total flying time across geographies.

While on the one hand, aviation continues to grow, and the global air traffic passenger numbers are estimated to double to 8.2 billion by 2037, on the other hand, is the advent of remotely piloted and unmanned aircraft systems – such as aerial taxis and delivery drones entering the airspace. With Google and Uber making inroads here, by 2031, more than 24 million drones are predicted to populate our skies globally, compared to 150,000 drones in 2016.

The nature of air traffic is changing rapidly and becoming more complex. Over the next decade, traditional (including ultra-long-haul) and non-traditional (UAVs and drones) vehicles will operate alongside each other, increasing the congestion and complexity of airspace.

4) What are the major factors considered for recruitment in this Industry and how is it different from other industries?

Ans: We do not operate any airlines or manage any airline staff. As mentioned above, we are purely focused on providing air navigation services and protecting Australian skies.

While the skillset required from our professional supporting staff are similar to any other industry, our operational workforce (Air Traffic Controllers and Aviation Rescue Fire Fighters) requires a particular skillset.

It is different from other industries because of the niche nature of the role that it offers and the extensive training which it needs.

To perform the critical role of an Air Traffic Controller (ATC), incumbents need to demonstrate:

- good spatial awareness and strong mathematical skills
- excellent communication skills
- the ability to work well under pressure and make quick, accurate decisions
- the capability to plan, as well as to adapt to changing situations

While no previous air traffic control experience is required, the recruitment process involves online ability assessments and assessment center, which includes verbal reasoning, numerical reasoning, spatial test, and simulator exercises.

Once selected, to become an Air Traffic Controller, the incumbents have to undergo training (anywhere between 12-14 months) at our world-class training facilities in Melbourne and complete the AVI50115 Diploma of Aviation (Air Traffic Control). This is a nationally recognized qualification explicitly developed for the Australian aviation industry.

An Aviation Rescue Fire Fighter (ARFF) role requires one to be ready to fight fires in aircraft and airport building, provide rescue and first-aid services for aircraft passengers and crew, provide technical advice on fire safety and assist in educating users about firefighting and safety. As such, we look for incumbents with a high level of fitness, commitment to ongoing physical and technical training as well as comfort with working outdoors.

The recruitment process for ARFF trainees consists of online ability assessments, physical assessments, and assessment centers. Once again, the selected incumbents undergo 15 weeks of intensive training at our Melbourne Training Centre before being assigned to a Fire Station.

5) Since you work in the Diversity and Inclusion role, we would like to know how gender inclusiveness is ensured in this sector?

Ans. "Building an inclusive, healthy and supported workplace" is one of our key People Strategy pillars, and we religiously work towards achieving it. Our focus on inclusion is not limited to gender only but covers all groups like culturally and linguistically diverse staff, LGBTIQ+ staff, employees with disability, Aboriginal and Torres Strait Islanders, etc.

We have incredibly people-friendly policies that ensure that all employees are treated equally and fairly. We also offer training on "Unconscious Bias" and "Leading Inclusive Teams" to our managers and leaders, this enables them to mitigate risks of cognitive biases as well as increase their capacity to build a shared identity within their teams in ways that value diversity and promote inclusiveness, wellbeing, and performance in the workplace.

Our Diversity and Inclusion Council ensures that we stay on top of the best practices in this space and adapt the same at our workplace to continue our commitment to D&I.

To answer your question, specifically on gender inclusion, we ensure that our female staff members feel genuinely valued and respected through several progressive people practices. We offer a range of flexible work arrangements like flexible working hours and compressed work schedules, job sharing; telecommuting (e.g., working from home); part-time work, and graduated retirement programs to all our employees. According to our latest Employee Opinion Survey, nearly half (47%) of our female staff avail it. Also, our policies on Parental Leave and Return to Work ensure that female staff members are well supported during and after maternity breaks.

We have recruitment targets aiming to increase female representation in our Senior Leadership teams as well as the operational workforce. We try to achieve this by providing our employees' opportunities to balance their professional needs with family and caring responsibilities (if any), as well as options to switch between full-time or part-time work as needed.

As I mentioned earlier in my example, we ensure that their circumstances do not limit female staff's opportunities for growth and development, and their contribution to the organization is genuinely valued and recognized.

6) How often is it necessary to reskill the workforce in Aviation Industry?

Ans: Our operational workforce (ATC and ARFF) have to regularly renew their respective licenses and maintain / upgrade qualifications to perform in their role. We offer in-house training to our personnel to support them in the same.

7) Personnel poaching is one of the major worries in the Aviation sector, how do you tackle it?

Ans: Unlike airlines, where personnel poaching of pilots and crew is rampant, it is not a concern in our organization as Airservices is the only provider of ATC and ARFF in Australia, and we have no other competitors. Also, since the skillset and qualifications required of our operational workforce are unique to our business, our attrition rates (for the operational workforce) are pretty low.

8) How is the Aviation Industry moving towards sustainability and has it been successful?

Ans: As globally, people are becoming more and more aware of environmental responsibility, there has been intense pressure on the aviation industry to improve its green credentials and ensure sustainability. Efforts like – renewing fleet with more eco-friendly and fuel-efficient aircraft, using Sustainable Aviation Fuel as well as improving operational efficiency are some of the measures being adopted by the industry. While I am not in a position to comment on how successful these have been, I do see the commitment of the sector in bringing positive changes and am optimistic that the efforts will surely deliver results in the long run.

9) What advice would you like to give to students who would start their career soon?

Ans: I want to tell the students to choose their careers wisely and invest their time and energies into doing something they like and enjoy – success will follow. We are sitting in the era of the gig economy, and there is no shortage of opportunities. Not everyone has to follow the traditional career path of choosing an employer and climbing up the ladder. Be clear on what excites you and follow your heart without any fear!

-----o-----

OPERATIONS

Role of TQM in Aviation Industry

Ankur Sharma –MBA in International Business, Symbiosis Institute of International Business, Pune.



First of all, let's understand what TQM is in the aviation industry. TQM is an effective system of integrating quality developments, quality maintenance, and quality improvement efforts of various groups in the airline domain. TQM is the control of all transformation processes in an Aviation industry to satisfy customer's needs most economically.

Total Quality Management is a concept that is dynamic as quality standards do not remain the same every time. They have to be modified or altered to meet the requirements of passengers and to make use of current technology. Even the ISO: 9000 series standards have a provision of revision, modification, or detection of quality standards every five years. TQM also calls for the involvement of employees in this program. Without the active participation of employees,

high-quality standards can't be achieved in the airline domain.

Further, the whole concept of TQM is directed towards meeting the requirements of passengers. TQM must involve continuous product design and improvement, adoption of new technology, systems, and procedures.

Various factors affect the aviation domain, like the mobility of employees, geographical dispersion, the fluctuations in demand and weather susceptibility, etc.

The elements of TQM that play an essential role in the aviation domain are:

Quality planning – It deals with the following aspects:

- To set quality objectives and targets
- Establishing the significance of quality characteristics and specifications and communicate it to the production line people and also to vendors supplying the materials.
- Vendor quality control aspects such as examining new vendor facilities, systems and procedures, formulation of vendor rating scales, and conducting periodic vendor performance evaluation.
- Establishing techniques of statistical control techniques, charts, and sampling plans.
- To develop training programs for various personnel in the airline company so that quality consciousness gains a firm ground in the organization.

In brief, designing the desired and deliverable quality standards is the job in quality planning.

Quality Implementations -The execution part of quality management deals with:

- Performing laboratory tests and analysis on the raw materials finished pieces to be used in the airline for acceptance/rejection or process control.
- Maintaining adequate equipment for quality control and conducting regular inspection
- Providing assistance and solutions related to quality management problems in manufacturing.

Quality Monitoring and Control – It includes performing quality audits, monitoring the costs of quality, and providing information to quality planners so that they take appropriate action for the future.

Quality Assurance is also essential here, which also plays a critical role in TQM.

Total Quality Assurance= Quality of Aircraft design + Quality of manufacturing + Quality of performance of aircraft

The various quality assurance activities by the different department are as follows:

- 1) **Development of Aircraft parts** – Design Review, Reliability analysis, Maintainability analysis, Safety analysis, Value engineering
- 2) **Marketing** – Parts/product evaluation by a test market controlled use of product, Design monitoring, captive service activity, and competitive evaluation
- 3) **Supplier Relations** – qualification of supplier design, qualification of supplier process, evaluation of initial design
- 4) **Production**– Design review, Process Capability analysis, Pre-production trials, Failure mode, effect and criticality analysis for

processes, evaluation of proposed process control tools

5) **Inspection**– Measuring accuracy, Inter-laboratory tests

6) **Customer service Evaluation** - Evaluation of maintenance services

TQM Technique implemented by Jet Airways – They had achieved a Quality Management System for their in-flight services in 2001 as a part of an extensive and comprehensive exercise to achieve ISO in-selective operational areas. The areas of Quality Management System include Baggage loss, Delay information, announce a delay, excellent in-flight service, good in-flight food, waiting time for baggage, refreshments on suspension, excellent ground service, aircraft maintenance, and other pieces of equipment. They have also implemented Kaizen techniques to enhance and augment the assistance of their employees through continuous training programs.

The benefits of TQM in the aviation domain are as follows:

- Reduction in operating time.
- The Delay time of the flights is reduced.
- Reduced risk of failure.
- Wastages are reduced to the minimum. Therefore, as a result, the production cost is reduced, and profitability is increased. The competitive position of the airline company in the market will be improved.
- There is a better utilization of materials, machines, aircraft parts, human resources, etc.
- TQM helps in providing greater satisfaction to the customers/passengers by meeting their requirements. If the customers are satisfied, the sales will be increased.
- The employees are engaged and devoted to higher quality and feel highly motivated.

Their morale is also higher because of the public image of the airline company.

- Detection and Rectification in aircraft parts. The quality control responsibility is identified with quality and inspection functions. The emphasis here is on detection and correction of defects in the product/aircraft part during its process

The benefits of TQM are that it encourages innovation, makes the airline company adaptable to change, motivates people for better quality, unites the business and all these provide the organization with a valuable and distinctive competitive edge.

Benchmarking is one of the tools used to obtain quality improvement in TQM.

Any airline company seeking some improvements in business affairs needs to know the standard it will use to set its goal and to assess its progress. This explains the need for benchmarking for better results. Benchmarking is about the practice of identifying, studying, and building upon the best practices in the industry.

Assimilating from the experiences and best practices of others is essential to survive and grow in a turbulent market environment. Example: Dynamic companies like Go Air, Spice Jet are continually monitoring information from the external environment to compare their process, services with the best industry practices known as 'benchmarking.' Such comparisons help establish quality targets, which leads to a competitive advantage.

The essential approach to TQM is to promote a work culture that empowers people of the airline company and makes them motivated and committed to customer satisfaction by providing them quality in an economical way. Hence, in the end, it can be concluded that TQM has

emerged as an integral part of the strategic management of an airline company for excellence in performance and superior business results.

-----o-----

FINANCE

Air Transport: Cost Benefit Analysis in NEXTT

Jaydeep Agrahari- Institute of Business Management and Research, Indore

New Experience Travel Technologies - NEXTT - is collaboration between the International Air Transport Association (IATA) and Airports Council International (ACI). Given the projected doubling of demand for air travel by 2036, new on-ground concepts are required to optimize the use of emerging technologies, processes, and design developments. NEXTT aims to help deliver this future by developing a shared vision to enhance the on-ground transport experience, guide industry investments, and help governments improve the regulatory framework.

NEXTT comprises the journey of the four key elements moving through an airport: passenger, baggage, cargo, and aircraft. In each aspect, three categories of measures were defined: Interactive decision making, Advanced processing, and Off-airport activities.

As part of the NEXTT initiative, a preliminary cost-benefit analysis (Preliminary CBA) was commissioned by IATA to help to understand the scale, timeline, and distribution of benefits to the industry.

The stated goal of this was to provide initial quantification of the potential impact of NEXTT technologies on future aviation infrastructure demand and to understand the combined effects of these technologies.

A joint team of economists, technology specialists, and industry subject matter experts worked together to produce this technical output.

Approach:

The analysis of NEXTT focused on each of the

NEXTT vision elements (passenger, baggage, cargo, and aircraft) and themes (interactive decision making, advanced processing, and off-airport activities). The consulting team worked in close coordination with subject matter experts to assess the impact of the various elements of the NEXTT vision. During this exercise, three distinct categories for investment and further development arose, captured below. These categories have been used for this analysis to achieve the benefits and costs arising over the assessment period.

- **Data processing:** capturing impacts related to the advancement of connected digital (or IT) technologies on the aviation sector, including efficiencies driven by an ability to increase optimization and utilization of resources as a result of shared data.
- **Automation:** identifying impacts related to the automation possibilities created by new types of physical infrastructure with more advanced, next-generation technology.
- **Off-airport activities:** allowing for impacts of using technological advances to enable more activities to take place in places outside of current airport boundaries.

Methodology:

A structured methodology was adopted through the study with the aim of a transparent, logical process to ensure the traceability of findings.

The method broke the activities down to four key areas:

- Defining the deployment scenarios.
- Building the baseline scenario.
- Building NEXTT benefits matrix.

- Developing the preliminary Cost-Benefit Assessment (CBA).

Global Trends:

Global trends for passenger traffic in aviation were derived from IATA forecasts. They assume a dynamic growth in passenger volumes over the next 20 years (average 3.5% of annual growth).

Baseline Trends for Airports:

Baseline trends for airports include global forecasts for cost and revenue streams, including investment needs, operational costs, and revenues. Elements accounted for within the airport's stakeholder group may be directly attributed to governments e.g., border controls.

Baseline Trends for Airlines:

Baseline trends for airlines include global forecasts for cost and revenue streams and specific costs related to delays and mishandled baggage handling. Airlines are considered to cover their direct suppliers, such as ground handlers.

Baseline Trends for Passengers and Cargo Customers:

Baseline trends for users (passengers and cargo customers) include global forecasts for average time spent by airline customers (passengers and cargo) at airports, and the monetary value attributable to this time were available.

NEXTT Implementation Costs:

A detailed calculation of the expenses of NEXTT deployment would require identifying the costs of various technologies that are not yet fully developed or market-ready.

This approach would generate uncertainty and bias over the specific elements, especially when thinking of a worldwide implementation.

Therefore, at this preliminary stage, a high-level approach was adopted to provide an overarching picture of the magnitude of expenditures necessary for global deployment of

NEXTT, separately for airport facilities and airline data processing systems, and with the distinction between passengers, baggage and cargo elements.

NEXTT Impacts:

A benefits matrix was developed to capture and record the benefits of NEXTT for each of its stakeholders, elements, and similar categories.

The benefits matrix includes two types of assessment:

- Quantitative assessment (expressed in percentage), where the NEXTT impact could be clearly identified and allocated to the baseline monetary streams, based on published information and/or SME input.
- Qualitative assessment (noted as Q in the benefits matrix), where either the impact could not be clearly identified and separated from the results of other measures or could not be clearly allocated to the baseline monetary streams.

Benefits for Airports:

Airports will experience benefits from all NEXTT elements and measures. Some of these benefits will materialize as the following monetary streams and may be directly attributed to facilities/services provided by governments:

Benefits for Airlines:

Airlines and associated service providers will experience benefits from all NEXTT elements and measures.

Benefits for Passengers and Cargo Customers:

Users' benefits considered in this assessment include passengers and cargo owners. However, due to data availability and limitations, a quantitative approach was possible only for passengers, and the benefits they experience from time saved during the journey due to NEXTT.

These Benefits Include:

Boarding time savings result from an introduction of biometric technologies; process automation and personalized passenger information will allow for the waiting time at the gate to be reduced by up to 50%.

Deployment Scenarios:

Deployment scenarios forecast the rate at which it is expected NEXTT's scope could be delivered. They are regionally distinct owing to the impact on delivery capability expected as a result in variances in existing infrastructure, capital availability, regulatory environments and local cultural norms or preferences. In addition to capturing a view on the capability and capacity of regions' organizations and governments, the deployment scenarios influence the economic model results.

-----O-----

MARKETING

Importance of Brand Building in the Airline Industry

Kartikeya Jauhari & Saveen Kaul – MBA, Symbiosis Institute of Business Management, Bengaluru

It was at 7:16 PM on March 26, 2020, when I was going through my Instagram profile and came across a post by Ogilvy, which had some insights related to branding by Piyush Pandey, Worldwide Chief Creative Officer.

The airline industry today is one of the most fiercely competed industries, with numerous airlines entering and exiting the industry.

The industry has been segmented into various categories: low-cost value airlines and premium airlines

All the airlines focus on some differentiating factors, which eventually lures the consumers to their brands.



Being a very volatile industry, with the likes of Jet Airways, Air Deccan, Air Sahara, and the more recent Air India being closed off or ready

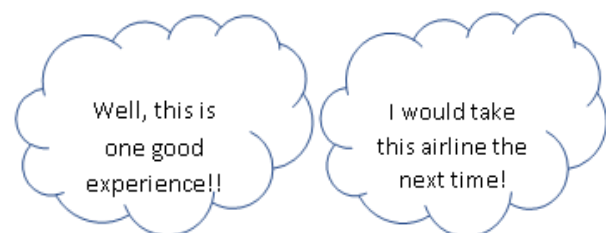
to be sold off, branding or brand building has become an important strategy when it comes to airlines, who are continuously trying to vouch for more airplanes, more places at the airports, and subsequently lower fuel and airport charges.

Herein lies the importance of brand building in the airline industry.

A brand is a company's personality – how they look, how they communicate, what are the core values which they have, and what do they stand for.

Emirates, Singapore Airlines, Southwest, Song Airlines (a subsidiary of Delta Airlines), Vistara have carved out a brand name and a reputation for themselves because of various brand building measures they undertook.

Airlines have a responsibility to distance themselves from their competition by connecting in the best possible ways with their customers before, during, and after the flight as well.



Why is brand building important?

- In the aviation industry, where the threat of a new entry is high, there has to be a meaningful difference to your brand - to differentiate your service offering from your rivals.

- Every airline comes attaches a brand promise to the consumer. Branding helps to consistently deliver to that brand promise. Example: The promise of Indigo and GoAir to Indian flyers was to give them low- cost, suitable flying options, and they successfully deliver their brand promise through branding.
- Airlines have to build a long-lasting brand because, in a red ocean, it attracts its customers – both old and new. It is about retaining old customers and gaining new.

Case in point: Song Airlines.

- By having a strong brand identity, you would be able to hire the top talent. Virgin Atlantic believes that the employees should come first, as it would lead to customer satisfaction.

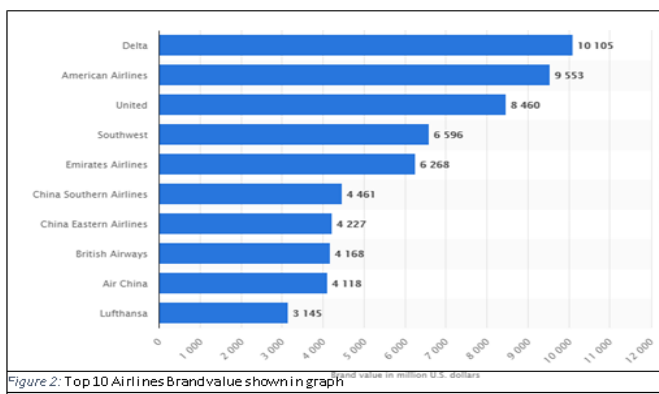
Case in point: Southwest. It goes something like this:

Strong brand -> Top talent inducted -> Happy employees -> Happy customers

Some Financial Statistics

Between 2006 and 2015, the average operating margin of all the airlines was around 5.9%, above the global average of 3.4% during this period, which was a good sign for these airlines & also the collective margin was 73.5% higher. This was the time of record oil prices (which form a substantial part of the airlines' cost structure) and the global financial crisis. The figures explain themselves and reinforce the notion that having strong brand matters in business.

A look at some successful airlines, in terms of their brand value.



How will you build a brand?

- Focus on Customer Service – "Customer First."
- Hiring the right talent
- Proper means of communication – ensuring how you want to communicate to the consumer. Think about 5M's of advertising and the message you want your brand to be recognized with.
- Ensure that the employees are the right people to deliver the service to the customers.

Examples of brand building exercises by airlines across the world:

Example 1:



- Emirates helped Dubai become a brand in itself. It helped Dubai to grow to what it is today.
- Emirates has been playing the branding game for a long time.
- It showed how an airline could market its products and other in-flight services.
- Emirates focussed on connecting with consumers before, during, and after the flight.

Before:

Dubai Airport experience: Lounges, Duty-free shops, and spas. Easy visa clearance, quick lines, and rapid transfers.

During:

In-flight experience: New fleet of planes – Airbus A380, individual first-class suite, showers, and bars. The flight also had a tool to record frequent flier preferences.

**After:**

Come to Dubai: Tying up with Dubai tourism and attractive packages for tourists on offer. Emirates logo in buildings of eminence.

Let's Play: Sponsors of Cricket Umpires, US Open, and the ICC Cricket World Cup 1999

Example 2:

- Designing an airline brand positioned strongly for women.
- *Making flying fun again.*
- Brand building helped to increase its Frequent Flyer base.
- Initially targeted at women, men also found the airline initiatives surprising and this led to a new segment of customers taking to the airline.

Example 3:

- **Brand communication:** “*Singapore Airlines – The Best Way to Fly*”
- Innovation, best technology, genuine quality, and excellent customer service have become the major drivers of this brand.
- Have got many in-flight experiential and entertainment innovations right.
- Example: ‘Book the Cook’ and Singapore Airlines’ International Culinary Panel, SilverKris lounges.
- **The Singapore Girl:** the flight stewardesses were commonly referred by this name.

How will this be important after Coronavirus?

Covid-19, a coronavirus disease that is rapidly spreading its arms across the world, is taking a huge toll on the aviation industry. With travel bans, lockdowns, quarantines, and sealing of borders in place by the various governments, it has been a tough situation for airlines to continue with their cash flow.

Moving ahead, in the new world left behind by the virus, the major task of these airlines would be to rebuild and re-brand their airlines and the services which they offer. It is here that brand building will come into the picture. Speculators and market analysts would be keen to study various brand building measures which these airlines would undertake to retain their loyal customer and at the same time gaining new flyers as well.

-----o-----

HUMAN RESOURCES

Diversity and Inclusion Programs in Aviation Sector

Abhipsha Kar- MBA in HRM 2019-21, Xavier School of Human Resource Management.

Maximizing the value of a diverse workforce in today's multidimensional society has become a business imperative, and inclusive workplace culture is the pre-requisite for the proper functioning of a diverse workforce. Workplace diversity is acknowledging and valuing differences between people, including those of different races, ages, religions, disabilities, and sexual orientations with disparities in education, knowledge, and skillsets. Inclusion means creating a collaborative and supportive environment for all the employees to increase their participation and contribution.

As practicing inclusion and diversity programs are considered to be good ethical business practices by all the industries, the aviation industry is no exception. The aviation sector understands the criticality of diversity and actively supports and implements a variety of programs and initiatives to help and accommodate employees from diverse backgrounds.



One report by CAPA in 2018 showed that only 4% of pilots in the US are female. The non-pilot positions in the industry had only about 30%

women in 2018, and that made the executives from Virgin Atlantic and EasyJet address this major issue in the world aviation festival, London 2018. This encouraged many airlines to step up their effort to attract more women and people from different ethnic backgrounds, which also helped address the problem of talent gaps and inclusion of different perspectives in the workplace.

But what are the reason behind women, LGBTQ, and disabled people underrepresentation in Aviation Industry?

The main reason is societal stereotypes and individually held personal biases. First of all, stereotypical thoughts that women are physically not as fit as men and hence less competent in the cockpit, and flight operations deter females from pursuing technical careers in aviation. Also, women are discouraged into aviation as the field is commonly perceived to be male-dominated, and the job is often termed as "a man's job."

How can the need for inclusive work culture be addressed in the aviation sector?

As Generation Z, have been raised to work in a more culturally diverse world, the most immediate challenge faced by this sector is to attract a diverse workforce and retain the current workers. As per the words of Kimberly Perkins, an international captain and founder of Aviation for Humanity and a gender equality activist, many women leave aviation because they believe the industry not to be family-

friendly. So, the need of the hour is to adopt the trends of a cultural shift with some family-friendly initiatives, for example, work-life balance isn't a women's issue anymore – it's everyone's demand, and the challenges of creating and maintaining an effective work-life can be combatted by formalized programs like paid maternity leave or flexible work schedule.

Another initiative can be mentoring programs to help employees from different backgrounds mentor each other and designing training modules for effective implementation. For example, the **4T Model** managers need to take into account when dealing with diversity.

Training: Training is essential for employees to make them aware of the importance of diversity. Managers should choose a training program conscientiously because it needs to fit their employees.

Transparency: Transparency is related to the means of communication in an organization. Managers should make sure that information distribution is transparent when dealing with sensitive issues like diversity. Management should make employees understand how diversity helps in creating a competitive advantage. This has been successfully implemented by United Airlines, which has worked with the Human Rights Campaign on its training modules that include teaching employees about the persistence of gender norms and other initiatives

Time: Diverse employees cannot be presumed to work flawlessly after diversity training immediately. In time, heterogeneous groups are much more adept at solving issues than homogeneous groups.

However, everything demands time and patience, and a certain degree of tolerance is expected from managers in this case.

Togetherness: Togetherness implies the feeling of working in the same organization and sharing

the objective of improving effectiveness. Here giving priority to the higher goal is the task of the manager.

Even AAI has created a panel to implement the 4T model in its pilot schools to make the program more effective and inclusive.

By collaborating with aviation schools and government organizations, the industry can bring more female, black, Asian, and other minorities to the field. As per the government initiative, *IndiGo Airline* currently has ten employees with reduced mobility working across operational and administrative roles in India, which can be considered to be a modest start, and these employees are given SOS enabled phones and other necessary tools to work with.

But what can be more impactful is awareness programs by Aviation companies to ensure that their recruiters, managers, and employees are well aware of both the aviation skills shortage and the need to increase diversity. Maybe these initiatives by Southwest Airlines helped it today to be ranked 47th on the *Forbe's America's TOP 500 Employer's for Diversity List*. A small example can be Gay Pride Month celebrated by Southwest Airlines every year.



Increased participation of people from diverse backgrounds helps provide a broader and better team perspective. Organizational behavior has

shown that teams with gender diversity have been shown to lead more creative decision-making processes and higher levels of innovation.

But for the Aviation industry, it should not be limited to reservations or targets, it should be about changing the ideology and creation of inclusive culture, and there has to be a consistent effort for the implementation of measures and tracking the success of the outcomes.

In conclusion, gender equality, diversity, and inclusion are not just terms but essential issues in Aviation, because the industry is struggling to find the number of people or even the right people. Also, a diverse workforce is the only way to reap the rewards that come from new business innovations, since creativity comes from having a variety of perspectives in the workplace.

-----o-----

GENERAL MANAGEMENT

Crisis Management- Boeing 737 MAX

Avanti Nagbhidkar & Palak Jain- MBA 2019-2021, Symbiosis Institute of Business Management, Nagpur

The aviation industry has been observed to be one of the fastest-growing industries for the past three years. It has been currently considered to be the third-largest market in domestic civil aviation. Investment of amount Rs.420 to Rs.450 billion is expected during the period of 2018-2023. But with these opportunities, it has been facing a lot of calamities. One primary reason for concern remains the cost of fuel along with maintenance prices.

This industry has witnessed some of the major disasters that led to its downfall. Incidents like the closure of Jet Airways, the crisis faced by Indian Airlines, and the Kingfisher fall remain to be some of the significant events of the industry. One such crisis that we just could not forget is of the Boeing 737 Max.

Two Boeing flights were crashed within a time frame of 5 months that resulted in the death of more than 346 passengers. The primary reason found for these incidents was the omission of instructions and training that were supposed to be introduced into the crew manual about Manoeuvring Characteristics Augmentation System (MCAS). The team lacked training resulting in an uncontrollable situation. Apart from his faults in the airplane design, its certifications and maintenance were also found. What worsened the situation was the delayed communication from the side of the company responsible.

For every organization, crisis always seems to be undesirable, and therefore managing it is an important task. Every organization should have crisis management and communication strategies (Wester, 2009). One of the domains where crisis management has been handled

most is in the fields of hospitality, and with the current crisis faced by the aviation industry, it is becoming even harder for the aircraft companies to compete in their industry itself. That's where management efficiently during the time of crisis becomes inevitable.

Thus managing Crisis is considered to have three phases, which could be used to solve any crisis; the prevention phase, the response phase, and the recovery phase (Hale et al., 2005).

In the prevention phase, the organization generally try to prevent the crisis before it occurs. There might be some signals or warnings which the organization may come across that indicates that the events are coming, but it may be overlooked. When we look at the Boeing 737 case, we find that the management has overlooked the crisis.

The Second Phase is the Response phase, where the organization needs to respond within the time frame so that there is the minimization of damage which is done to stakeholders after the crisis event. Therefore, resulting in minimization of the negative effect on the firm's reputation and legitimacy. In the response phase of Boeing 737, people saw that the organization completely lacked in taking responsibility for the crash and deflection of blame.

The CEO Denis Muilenburg apologized in a video after 26 days after the second crash has taken place. The organization's response was prolonged and confusing. Boeing has not been able to manage its crisis well, which has made a negative long-term effect on its reputation and credibility.

In the last stage, that is Recovery Phase; the

organization attempts to manage public perception and restore the damage that has been done to its reputation. With the two big crash of the planes in just five months, all the order for the Boeing organization has been canceled. It has made people anxious and confused about its apologies instead of restoring trust. The company is now suffering from the distrust that the organization has built among the passengers that whether for the organization's safety is the first priority or not.

Another theory that we could think of was the Situation Crisis Communication Theory. It acts as one of the useful tools in rebuilding the trust of the stakeholders. Continuous and timely communication by the responsible organization would help them to manage the problem to a larger extent, which was not executed correctly in case of the Boeing 737 Max crisis.

Further, the implementation of the Diffusion of Innovation Theory could have also helped in solving the crisis. It supports that it is essential to share information during the time of emergency.

Furthermore, what is expected from the professionals are innovative ways to face tough times. Instead of developing new techniques, the crew was instructed to follow the old general guidelines after the first incident, which we believe to be the biggest mistake by the company.

The organization lost its trust from the people not because of the crash but because they seemed to be indifferent. The first rule in the event of any crisis is to show that yes, you care, and when we see at the Boeing Management Crisis, we found that Boeing was not able to get people to believe that they cared.

In contrast, when we see the teamwork of Air France in managing crisis, we learn how careful and sensitive handling of the event can help the organization to maintain its reputation. The Air France flight crashed into the Atlantic Ocean

and killed 228 passengers, cabin, and aircrew members. Immediately after the incident, the CEO of the company came up with the press release and has shared mourning with the relatives of the passengers. In the face of the openness, honesty, accountability, and swiftness of action, which the Air France organization has shown proved to be a cornerstone approach of the organization in managing crises. This care and concern escalated the reputation of the company, and Air France was able to manage it successfully.

Thus, instead of the statement given by the CEO of Boeing, that there was some technical issue which could be resolved by crew training, it could have said that there is some technical issue being not identified fully, thus till further investigations and improvements, the flight will remain grounded.

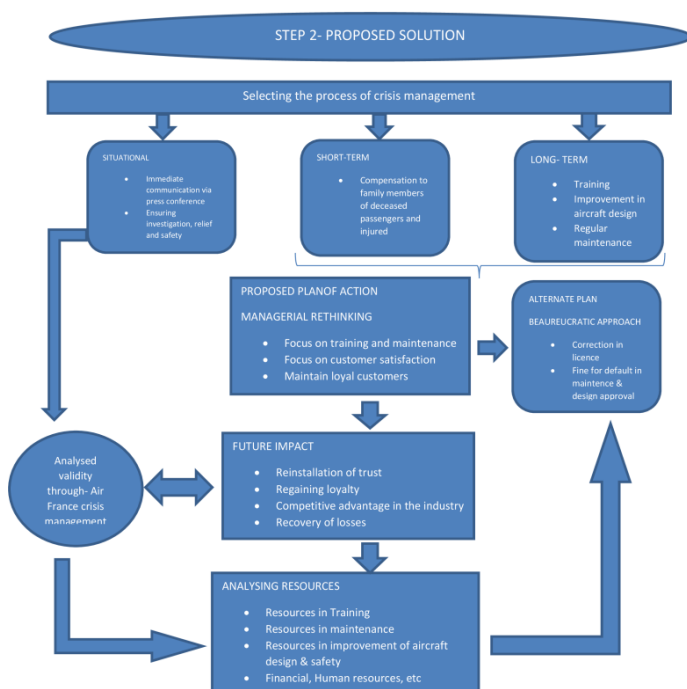
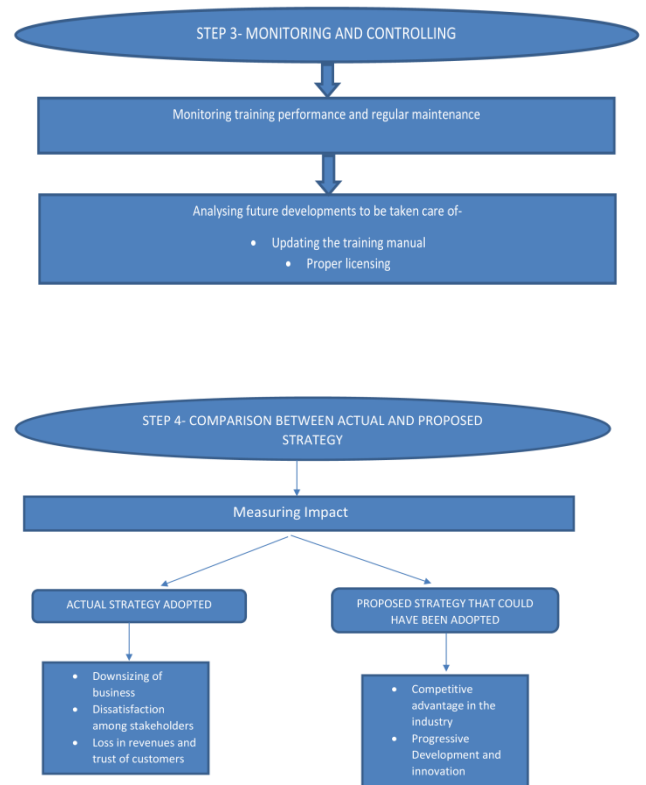
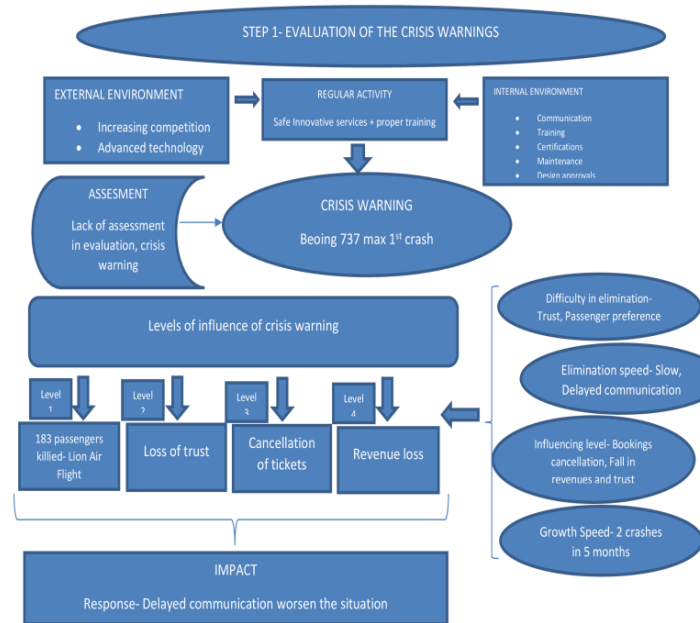
This is because the second clash of the Boeing airplane led to the diminishing of the faith in Boeing staff and crew along with management. The lesson should have been learned from the first crisis itself, and their approach should have been in a way where each event of the same should have been divided to form a carefully detailed planning strategy with contingency plans along with adequately defined roles and responsibilities, degree of flexibility, etc. to avoid further crisis or management during crisis.

In the case of Boeing 737, the Max crisis delayed communication was the major default that could have been avoided by the management to reduce trust, goodwill, and revenues of the company.

Timely communication among the stakeholder is the evergreen strategy that has proved its worth. Attention towards zero RTO (Recovery Time Objective) must also be given.

Therefore, the following diagram first identifies the problem and mistakes during crisis management in step 1 followed by proposing a survival strategy in step 2 and lastly after

monitoring and controlling step, it becomes essential to compare the actual plan adopted along with the recommended, so as to understand the mistakes that could be taken care of in the upcoming threats.



The strategy to deal with the crisis depends upon the type and level of crisis. There are usually two kinds of crisis namely, “Cobra” and “Python” (Clarke and Varma, 2004). The problem that we have identified in the Boeing 737 Max crisis is one that of the Python. It is because it emerged from the internal environment resulting into loss of trust, goodwill and preference of the customers. Therefore, the kind of solution that has been most considered and adopted by the companies during crisis should have been bureaucratic approach along with managerial rethinking.

CALL FOR ARTICLES

We invite articles for the April 2020 Issue of SAMVAD.

The Theme for April month- “COVID-19”

The articles can be from Finance, Marketing, Human Resources, Operations or General Management domains.

You may also refer to sub-themes on Dare2Compete.

Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images.
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com**. **Deadline for submission of articles: 12th April 2020**
- Please name your file as: <Your Name>_<title>_<section name e.g. Marketing/Finance>
- Subject line: <Your Name>_<Course>_<Year>_<Institute Name>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Clearly provide source credit for any images used in the article.

Connect with us:

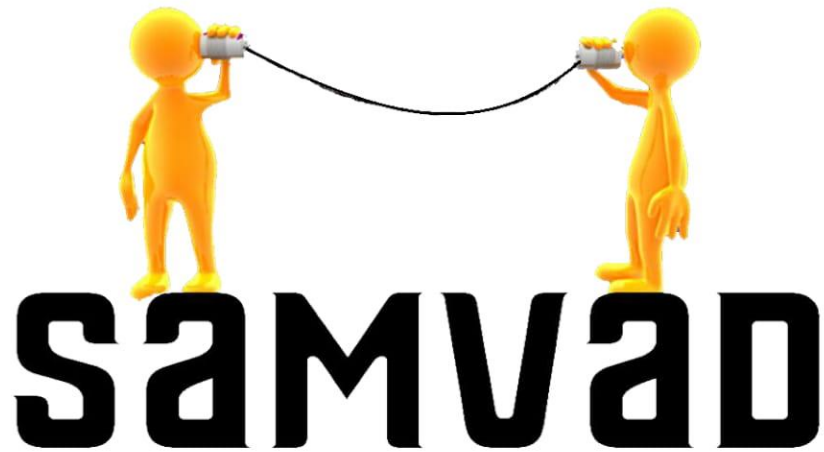
Like our Facebook page: Samvad - WeSchool

Follow us on issuu.com: <http://issuu.com/samvad>

Follow us our twitter handle: @Samvad_We

Subscribe our YouTube Channel: Samvad WeSchool

OUR TEAM



Chief Editor
Priyanka Nangalia



Co-Editor &
WeChat Head
Kimaya Potdar

TEAM SAMVAD - EDITORS

TEAM SAMVAD -HEADS



PR Team Head
Aishwarya Athanikar



Content Team Head
Renuka Deshpande



Creative Head
Shivdas Itankar



Content Co-Head
Pooja Acharya



PR Team Co-Head
Razaullah Pathan

OUR TEAM



TEAM SAMVAD - MEMBERS



Content Team
Surabhi Singh



Content Team
Stuti Doshi



Content Team
Rasika Kumbhar



Content Team
Chinmay Saraf



PR Team
Simran Kankariya

YOUR
SPEED
DOESN'T
MATTER.
FORWARD IS
FORWARD.