

# Rising star



## Building a strong relationship with India is crucial to Boeing's growth in this dynamic country by Eric Fethers-Walp

**W**orkers in Bangalore are researching better ways to build airplanes out of cutting-edge composite materials. A manufacturing plant in Nagpur is gearing up production of floor beams for the 787 Dreamliner. From a runway at Kolkata's airport, a Next-Generation 737-800 operated by Air India Express departs on a flight.

Boeing has many expanding roles in India—as a research and manufacturing partner, a customer of Indian companies, and a supplier of commercial jetliners and military aircraft. Above all, Boeing is looking to grow its wide-ranging presence in this dynamic nation.

To accomplish that, the focus is on partnering with India's private industry and government, said Shep Hill, president of Boeing International.

"Boeing recognizes that to be global, a company must be local," he said. "We must have a strong country presence complemented by a deep understanding of local culture, history and government. Boeing is continually exploring new business and investment opportunities, as well as potential research and development partnerships, in India," he said.

Dinesh Keskar, president of Boeing India, underscores that message: Building strong partnerships with India is crucial to Boeing's growth there. There is good reason to be involved in India, Keskar said. It has re-emerged as a global economic power in the past two decades.

"With its economy of \$1.2 trillion, huge middle class and continued growth in discretionary income, India looks to be a very strong market for a long time," he said.

Economic strength isn't new to India. Dating back to ancient times, India was a bustling center of trade. By the second half of the 18th century it boasted the world's second-largest economy. A recent report from U.S. investment bank Goldman Sachs predicts India's gross domestic product will exceed the United

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States' GDP by the middle of this century, making India again the No. 2 economic power in the world, behind only China.

Boeing's biggest opportunities in India historically have been tied to the civil aviation there. That especially has been true in recent years, as India's liberalized airline industry began expanding by leaps and bounds.

In 2006, Air India placed India's largest single commercial airplane order ever with Boeing, for 68 airplanes with a value of \$11 billion. And an ever-growing middle class with the means to travel and the rise of discount-fare airlines will continue to drive India's need for airplanes.

As India's commercial aviation sector continues to expand, it creates opportunities for the country's nascent

aircraft financing industry, an area being nurtured by Boeing's aircraft financing unit, Boeing Capital Corporation.

BCC has actively helped connect Indian airlines with capital sources to support their deliveries through roundtable sessions with commercial banks. It has also provided customers such as Air India and Jet Airways with assistance in tapping the loan guarantee resources of the Export-Import Bank of the United States.

“Where our Indian customers are now typically sourcing financing for their deliveries from international banks, growth will mean more financing coming from Indian banks,” said Anil Patel, BCC's senior financing director for the region.

Even as Boeing continues to compete on the commercial side, India has opened

up in recent years as a potential customer of defense products. That's a major opportunity for Boeing, according to Keskar. India used to purchase much of its military aircraft from firms in Russia and Europe. Just over three years ago, however, then-President George W. Bush and the U.S. Congress agreed to share technology with India for its civilian nuclear power industry. That agreement, along with closer strategic ties between the two nations, allowed U.S.-based defense firms to compete for India's business.

**PHOTOS: (Left)** In 2006, Air India signed the country's largest airplane order ever for 68 Boeing jetliners, including 777-200LRs such as the one shown here. WILL WANTZ/BOEING  
**(Above)** A Boeing C-17 at the Aero India 2009 air show. BRIAN NELSON/BOEING

# India

at a glance

**Formal name:** Republic of India

**Location:** Southwest Asia, bordering Pakistan, Myanmar, China, Bangladesh, Bhutan, Nepal, the Arabian Sea, and the Bay of Bengal and Indian Ocean

**Area:** 1,269,221 square miles (3,287,267 square kilometers), about one-third the size of the United States

**Population, 2009:** 1.17 billion people; ranked second worldwide

**Capital:** New Delhi

**Other major cities:** Mumbai, Bangalore, Kolkata, Chennai and Hyderabad

**Major languages:** English, Hindi, Bengali, Telugu, Marathi, Tamil and Urdu; India has 26 official languages

Indeed, India last year ordered eight P-8I long-range maritime reconnaissance and anti-submarine warfare aircraft for the Indian navy. The \$2 billion order made India the first international customer for that new aircraft. Overall, defense opportunities for Boeing in India during the next decade total nearly \$31 billion.

Matching India's potential as a customer, however, is its reputation as a nation with vast intellectual capital. With a heritage steeped in engineering and mathematics, India ranks among the world's top five nations in residents holding doctorate degrees. The nation's aerospace sector dates back to the first half of the 20th century, and its ambitious space program has a goal of reaching the moon with a manned mission in the next decade.

With these distinctions, it is not a surprise that Boeing chose India as the location for its newest research institute outside the United States. The Boeing Research & Technology-India center opened last year in Bangalore, also known as Bengaluru, to serve as the focus for all Boeing research and development activities in India.

The center is focused on developing new materials, processes and software, as well as other technologies, in collaboration with Indian companies, universities and government laboratories. Boeing's research team in India, consisting of a small number of researchers, scientists and engineers, helps align the technology requirements of Boeing business units with technology opportunities and capabilities in India.

"India has a great deal of technological expertise, particularly in such areas as metallurgy and materials science," said Bala Bharadvaj, director at BR&T-India. "We are learning from [India] and working to assimilate promising new ideas and processes that are being developed here into Boeing products. The people in India are also learning from us,



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*– Dinesh Keskar, president of Boeing India*

which is helping them further grow their research capabilities to meet the emerging needs in-country."

In addition to the technology center, Boeing has a five-year relationship with the Indian Institute of Science in Bangalore, with a focus on development of advanced materials and structures and manufacturing technologies. Boeing also has partnered with a few other Indian universities for

additional research and development.

These partnerships with Indian academic institutions and companies not only advance Boeing's technology but also

**PHOTO:** Dinesh Keskar, president of Boeing India, with a Next-Generation 737-800 recently delivered to Air India Express. The airplane is the 17th 737-800 delivered to Air India and its affiliates in the past four years. JIM ANDERSON/BOEING

**Gross domestic product, 2008:**  
\$1.2 trillion; ranked 12th worldwide

**GDP growth rate, 2008–2009:**  
6.7 percent

**Largest export partners in 2008:**  
United States, China and United Arab Emirates

Sources: World Bank, Embassy of India, U.S. government, Planning Commission of India

India's gross domestic product will exceed the United States' GDP by the middle of this century. — A June 2008 Goldman Sachs report

bolster its presence and reputation there, according to Hill. "The Indian government sees the commitment Boeing brings to India and the value of work we're bringing to the people," he said.

The partnership strategy also epitomizes how Boeing operates in India, Hill said. "If you look at India, we went in there with a company structure to work as 'One Boeing.'

"We are working together well, and when we work together, we are extremely competitive in the market," Hill said.

Indeed, part of the reason Boeing is well-positioned in India is due to the groundwork it has done over the past decade to establish itself as a preferred partner for Indian industry, universities and government organizations, according to Keskar. While the investments made in India help Boeing meet work placement requirements that come with orders, there are many other benefits: access to new research, more and better supplier relationships with Indian firms, and growing demand for the products and services in which Boeing specializes. And that supports jobs not only in India but also in the United States.

Boeing also is partnering with India as a responsible business leader and citizen, Keskar said. Following the Indian government's focus on education and health, Boeing's Global Corporate Citizenship organization is working with nongovernmental organizations to accelerate progress in these areas.

"We've been successful on the commercial side, and we've been successful on the defense side," Hill said. "We have more work to do, but I'm extremely proud of what we have done—and the results speak for themselves, demonstrating that partnerships and creating shared value can result in bottom line growth and productivity." ■

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"We are learning from [India] and working to assimilate promising new ideas and processes that are being developed here into Boeing products."

— Bala Bharadvaj, director, Boeing Research & Technology-India

**PHOTO:** Richard Lomax, Asia Pacific Supplier Quality team leader for Boeing Defense, Space & Security (left), inspects production work on an F/A-18 gun bay door at Hindustan Aeronautics Ltd.'s Aircraft Division with V.G. Shygi, Jadi Tukaram and (kneeling) Latte Padmaraj. HAL

# India's major airlines

## Air India, Air India Express, Air India Cargo and Alliance Air

Headquarters: Mumbai  
Fleet: 165 airplanes, including 21 777s, seven 747s, 25 Next-Generation 737s, five 737 Classics and six 737 Freighters and Combi, as well as Airbus, Bombardier and ATR models. Air India Express operates 25 Next-Generation 737s.  
Notable: Air India, the national flag carrier, also has 27 787 Dreamliners on order.

## Jet Airways, JetLite and Jet Airways Konnect

Headquarters: Mumbai  
Fleet: 112 airplanes, including 69 737s and Next-Generation 737s, 10 777-300ERs, as well as Airbus, Bombardier and ATR models. JetLite's fleet of 23 airplanes includes 16 737s and Next-Generation 737s.  
Notable: Jet Airways ended 2009 with the largest domestic market share among India's airlines.



# Flying high

Boeing airplanes have helped  
lay the foundation for civil aviation  
in India **by Bill Seil**

India has been using Boeing products since World War II, when it acquired DC-2 and DC-3 airplanes. In 1960, Air India purchased its first Boeing 707, one of many company jetliners the airline would add to its fleet.

In 1991, India bought four 747-400s valued at \$690 million from Boeing, an order that was seen as a milestone for Boeing in its relationship with India's commercial aviation. And in 2006, Air India placed with Boeing the single largest commercial airplane order in India's civil aviation history—68 airplanes with a combined value of more than \$11 billion.

Air India, along with two other Indian carriers, Jet Airways and SpiceJet, today operate Boeing twin-aisle and single-aisle airplanes to provide domestic, regional and international passenger service. Boeing's 2009 Current Market Outlook projects India will need 1,000 new passenger airplanes and freighters over the next two decades.

"There is strength and resilience in India's commercial aviation sector over the long term," said Dinesh Keskar, president, Boeing India, who led Commercial Airplanes' sales in India

from 1987 until February 2009. "The potential for future growth of air travel, both domestically and internationally, is vast."

Marty Bentrott, who was named Commercial Airplanes' vice president of sales for the Middle East, Central Asia and India early last year, cited some of the reasons for India's importance to Boeing and commercial aviation as a whole.

"India is a terrific market for Boeing with a strong customer base," Bentrott said. "It is one of the largest, long-term growth areas in the world for commercial aviation. It has a large population with a growing middle class. Our forecasts show the demand for air travel will continue to increase."

Air India, India's government-owned flag carrier, based in Mumbai, has a fleet of 28 Boeing airplanes, including 747s and 777s, and offers international, regional and domestic service. It has an additional 33 Boeing airplanes on order, including 27 787 jetliners and six 777-300ERs. Air India's low-cost subsidiary, Air India Express, operates 25 737-800s.

Jitender Bhargava, Air India's executive director of Corporate Communications, said Air India has attained several milestones

### SpiceJet

Headquarters: Delhi

Fleet: This five-year-old discount carrier flies an all-Boeing fleet of 19 737-800 and 737-900ER airplanes.

### Kingfisher Airlines and Kingfisher Red

Headquarters: Bangalore

Fleet: 70 airplanes, all Airbus and ATR models

Notable: Founded in 2005, Kingfisher

holds the second-largest domestic market share among India's airlines.

### IndiGo

Headquarters: Gurgaon

Fleet: This discount carrier flies 24 Airbus A320-200 airplanes.

Other Indian passenger and cargo airlines include GoAir, a discount carrier launched in 2005, which flies only Airbus A320s; Blue Dart Aviation, which operates a cargo fleet

of eight 737 Freighters and 757 Freighters; Paramount Airways, which flies Embraer airplanes; Deccan 360, which operates three A310 Freighters; and MDLR Airlines, which uses smaller regional jets.



with Boeing airplanes. In May 1960, it used Boeing 707s to become the first Asian carrier to fly across the Atlantic. Boeing 747s helped the airline to expand its network by opening long-haul operations on high-density routes. It recently began flying 777 jetliners nonstop from New Delhi and Mumbai to New York.

"Boeing aircraft have, in fact, helped Air India in laying the foundation of civil aviation in India," Bhargava said.

Boeing is committed to a number of airline support initiatives in India, including investing \$100 million in a commercial airplane maintenance, repair and overhaul (MRO) facility as well as commercial aviation training. Boeing is working with Air India to establish the MRO facility in Nagpur. The company also is supporting

Air India in the development of a training center and providing 787, 777 and Next-Generation 737 flight simulators.

In addition, Boeing is assisting Air India in conducting an operational audit, which is evaluating the airline's flight operations, maintenance programs and engineering services. The audit will result in recommendations to improve Air India's overall operations. Where appropriate, it will identify Boeing products and technologies that would enhance operational efficiency.

Jet Airways, also based in Mumbai, is one of several privately owned airlines formed in the early 1990s. It has been a Boeing customer since its early days when, after a challenging competition with Airbus, the airline purchased 737 Classics. It has since gone on to fly Next-Generation 737

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— Marty Bentrott, *Commercial Airplanes' vice president of sales for the Middle East, Central Asia and India*

and 777 airplanes, offering international, regional and domestic service. Sixty-three of its current fleet of 89 airplanes are made by Boeing. It has 32 Boeing airplanes on order, including 10 787s, two 777s and 20 Next-Generation 737s. JetLite, the wholly owned low-cost subsidiary of Jet Airways, currently operates 16 737s and Next-Generation 737s and has nine additional 737-800s on order.

SpiceJet, a privately owned airline based in New Delhi, is predominately a domestic carrier operating with a fleet of

**PHOTOS: (Left)** The vertical fin of an Air India Express 737-800. JIM ANDERSON/BOEING  
**(Top)** A Jet Airways 777-300ER. TIM STAKE/  
BOEING  
**(Above)** A SpiceJet Next-Generation 737. JIM COLEY/BOEING

# Partners *in flight*

Boeing's presence in India dates back almost 70 years, to the days of the twin-propeller DC-2 manufactured by heritage company Douglas Aircraft Co. Tata Airlines, which later became Air India, began flying two DC-2s—on loan from the Indian government—in 1941 on flights between India and the Middle East.

A year later, the airline began flying the Douglas DC-3, which became the mainstay of Air India's fleet in the 1940s. And in 1960, Air India entered the jet age with its first Boeing 707.

Since then, Air India has been an important Boeing Commercial Airplanes customer, operating 747s, 777s and 737s.

In 2006, Air India and Boeing signed an order agreement for 68 Boeing jetliners, the

single largest commercial airplane order in India's history. It includes 27 787 Dreamliners.

Over the past 15 years, India's newer airlines also have become notable Boeing customers, including SpiceJet, which operates an all-Boeing fleet of Next-Generation 737s. Jet Airways has ordered 10 Dreamliners.

— Eric Fetters-Walp

19 Next-Generation 737 airplanes. It has nine more Next-Generation 737s on order.

Boeing and SpiceJet are developing an integrated materials management program in which Boeing will provide the full scope of supply chain management for the airline's maintenance program. This will allow SpiceJet to reduce costs and focus more attention on serving its passengers. The initiative makes use of products and services offered by Boeing Commercial Aviation Services.

India also is a strong market for Boeing Business Jets. Three BBJs are owned by the Indian Ministry of Defense for head-of-state and VIP missions. In addition, some BBJs are privately owned. As the number of wealthy individuals continues to grow in the country, there is an excellent outlook for future BBJ sales.

Boeing also is committed to developing the country's aerospace supply base. Larry Coughlin, managing director, India Operations, for Commercial Airplanes, is working with Indian businesses to coordinate their involvement in Boeing airplane programs. Based in New Delhi, Coughlin works in support of the "One Boeing" strategy and is earning India's trust in the Boeing enterprise.

"India isn't immediately thought of as a manufacturing center, when compared with other countries," Coughlin said. "But people need to see what's going on here. With its young and talented work force and strong growth in the manufacturing sector, India is changing rapidly."

Commercial Airplanes also is using Indian companies for engineering services and information technology projects.

Carl Brandenburg, vice president, Middle East, Africa and South Asia, for Boeing Commercial Aviation Services, said the company opened its first Field Service office in Mumbai in 1960. Today, there are eight representatives at bases in Mumbai and New Delhi supporting approximately 180 aircraft. There also is a dedicated Spares manager



## “Boeing aircraft have helped Air India in laying the foundation of civil aviation in India.”

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in India who acquires parts from company spares centers in the region.

Commercial Airplanes subsidiaries with offices in India include Jeppesen, which offers a portfolio of products and services to enhance operations and navigation, and Aviall, which provides supply chain management products and services. Airlines in India have purchased a number of Boeing products and services that

enhance operations, including Airplane Health Management, Electronic Flight Bag and Maintenance Performance Toolbox, as well as spares-related offerings. ■

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**PHOTO ILLUSTRATION:** An Air India Express 737 flies over India Gate, one of India's largest war memorials, located in New Delhi. BRANDON LUONG/BOEING

“I believe the U.S., Boeing and India have the potential to build a great and lasting defense partnership. And one of the greatest symbols of that partnership can be the Super Hornet.” – Chris Chadwick, president of Boeing Military Aircraft

# Building on trust

India's defense modernization drive represents major opportunity for Boeing by Brian Nelson



Soon after Boeing India was incorporated in 2004, Boeing Defense, Space & Security executives went to work opening the once off-limits Indian defense market for Boeing.

“Our first trip in-country was to Aero India air show in 2005,” recalled Jerry Vincent, who was assigned business development responsibilities for the F/A-18 Super Hornet in India. With him was Mark Kronenberg, today the vice president of International Business Development for BDS.

“Things were starting to move fast,” said Kronenberg. “The U.S. State Department had just greenlighted U.S. defense contractor sales to India, and at about the same time, India issued a Request for Information for 126 new multi-role combat fighters.”

To the handful of companies in the world building combat fighters, the India competition promises to be one of the biggest international fighter purchases in decades. But Boeing was not among the companies sent the initial information request. That’s because few in India, even in the Ministry of Defense, regarded Boeing as a defense company, which made the work of Vincent and Kronenberg all the more pressing.

“The Indian Air Force was glad that Boeing, known for its quality in commercial airplanes, also had a defense arm and created products like the F/A-18 Super Hornet,” said Vincent, who, along with Kronenberg, scrambled to get Boeing a seat at the bidder’s table. Yet, their initial meetings with the Defense Ministry and IAF would not have happened were it not for the six-decade legacy of trust already established in India by Boeing Commercial Airplanes.

“How could I not meet with The Boeing Company?” the chief of the Indian Air Force is reported to have said as he welcomed Chris Chadwick, now president of Boeing Military Aircraft, into his office weeks later.

Boeing executives realized that to succeed in India, the company had to present one face to the customer that simply said “Boeing.” Internally, this “One Boeing” approach reached across intra-corporate boundaries to capitalize on talent, technology and

**PHOTO:** The F/A-18 Super Hornet, shown here at Aero India 2009, is a contender for India’s fighter competition. KEVIN FLYNN/BOEING



# “In this new world, partnerships are the only way to go, and we’re building them.”

– Vivek Lall, vice president and India country head for Boeing Defense, Space & Security

expertise across the enterprise.

In line with this strategy, BDS brought in someone with a solid background of Commercial Airplanes experience to lead its initiatives in India. That was Vivek Lall, who now is responsible for promoting the F/A-18 Super Hornet and other BDS defense products in the Indian defense market.

That early strategy is working.

- In 2009, Boeing won the biggest U.S. defense deal with India with the multi-billion-dollar sale of the eight Boeing P-8I long-range anti-submarine aircraft, with more sales possibly on the way. Although a BDS product in name, the P-8I is a derivative aircraft based on Boeing’s 737 passenger aircraft, which Lall knew from his Commercial Airplanes days.
- Last month, India sent the U.S. government a request for information on a potential purchase of 10 Boeing C-17 Globemaster III military transports, a deal industry analysts say could exceed \$3 billion.
- The F/A-18 Super Hornet has become a strong contender in India’s fighter competition, which is worth as much as \$10 billion. The Super Hornet completed the India phase of the all-important flight trials in August.
- In October, Boeing submitted bids for India’s Heavy Lift and Attack helicopter requirements, offering the CH-47 Chinook and AH-64D Apache.
- India selected BDS to maintain the three Boeing Business Jets operated by the government of India.

These, and other potential India defense requirements, represent a \$31 billion market opportunity for Boeing over the next 10 years, according to Kronenberg. “If we do this right, we’re very well placed to become India’s defense supplier of choice,” he said.

But sales are only half the India success story. Boeing is forging partnerships with Indian companies that will inject new talent and processes into Boeing, making it a



leaner company with lower costs that can win new sales and preserve jobs. “In this new world, partnerships are the only way to go, and we’re building them,” Lall said.

Boeing has placed work packages with large, government-owned Hindustan Aeronautics Ltd. that include F/A-18 gun bay doors and wire harnesses and is sharing Lean+ and program management principles with HAL. If Boeing wins the fighter contract, HAL will assemble 108 of the 126 aircraft in India, as required in the Request for Proposal.

BDS also is exploring partnerships with numerous other Indian companies and has begun signing contracts to satisfy work placement requirements from the P-8I sale. Boeing and India’s Bharat Electronics Limited are jointly developing an analysis

and experimentation center in Bangalore and New Delhi to assist the service branches in understanding how to satisfy future defense and security needs.

Looking back, Chadwick, now president of Boeing Military Aircraft, marvels at the work that has been accomplished in a short time by One Boeing in India.

He also sees a larger legacy. “I believe the U.S., Boeing and India have the potential to build a great and lasting defense partnership,” he said. “And one of the greatest symbols of that partnership can be the Super Hornet.” ■

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**PHOTO:** Vivek Lall leads Boeing Defense, Space & Security initiatives in India. GENESIS BURSON-MARSTELLER

# Endless possibilities

As Boeing grows its ties with India, the company is expanding its message there as well.

With the new year, India became just the

third country outside the United States where Boeing has kicked off a corporate-level image/advertising campaign. Its goal is to build on the good reputation Boeing already has in India, according to Fritz Johnston, vice president of Boeing's Corporate Brand Management & Advertising.

The theme of the campaign is "One Partnership. Endless Possibilities."

"This takes advantage of our history

and opens up the story of Boeing as an important partner in India," Johnston said.

Dinesh Keskar, president of Boeing India, agrees. "We're not as well-known as a defense company or as a research and technology company in India," he said. "Now we want to tell the whole story."

In addition to the placement of ads in

*(continued on the top of Page 32)*

## Made with India

Strong partnerships with India's manufacturers drive global growth

by Eric Fetters-Walp

**T**he airplane age in India kicked off when Jehangir Ratanji Dadabhoy Tata founded the predecessor of Air India, a major Boeing customer. He went on to lead Tata Sons, the holding company of the Tata Group.

More than 77 years later, a Tata Group subsidiary is building floor beams for Boeing's new 787 Dreamliner. It's just one example of the strong partnerships Boeing has forged with a number of Indian aerospace suppliers.

An abundant pool of manufacturing and technology-oriented firms throughout India has made it advantageous for Boeing to fulfill work placement agreements with the country, as well as to make other long-term investments there.

The Indian company with the longest-standing relationship with Boeing is Hindustan Aeronautics Ltd. HAL has been Boeing's single-source producer of 757 over-wing exit doors since 1991. The firm now manufactures a wider array of components for Boeing Defense, Space & Security and Commercial Airplanes, including the 777 gear uplock box and the gun bay door for the F/A-18 Super Hornet fighter. Last fall, HAL agreed to produce and supply Boeing with flaperons—a composite control surface that is crucial to controlling an airplane's maneuverability in flight—for 777 jetliners.

"The composite 777 flaperon that HAL will produce represents a significant leap



forward in technological capability, and supports Boeing's strategy to work in partnership with India's aerospace industry for the long term," said Boeing India President Dinesh Keskar.

Aside from airplane parts, Indian firms also provide software used to design and operate Boeing jetliners. Since the late 1990s, Boeing has worked with HCL, Infosys and Tata Consultancy Services on numerous information technology projects. HCL, for example, developed software used on the 787 Dreamliner.

In the years to come, Boeing plans a large role for Indian companies in its expanding industrial strategy in India. Beyond these most visible supplier partnerships, Boeing also is looking to partner with small- and medium-sized companies throughout India.

While Boeing's wholly owned Indian subsidiary, Boeing International Corporation India Private Limited, works with the nation's growing aerospace industry, other Boeing businesses such as Aviall and Jeppesen plan to expand with distribution centers and offices, respectively.

As Boeing becomes more involved and invested with India, the services and facilities it establishes there will expand. Of these, the largest is a planned maintenance, repair and overhaul facility in Nagpur. Construction is expected to begin on that this year, Keskar said. ■

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**PHOTO:** Hindustan Aeronautics Ltd.'s composite shop, shown here, will produce composite flaperons for Boeing 777s. HAL

leading newspapers and business magazines in India, elements of the campaign are incorporated in the Boeing India Web site and printed materials distributed there.

“The key thing is that we’ve taken a very localized approach to this campaign,” Johnston said, noting the Boeing ads show a variety of locations across India. The advertisements and messages were conceived in collaboration with

the Boeing India office in New Delhi and an advertising agency there.

In the second half of this year, Boeing will begin measuring the brand awareness and impact of the campaign, Johnston said. This type of imaging campaign is a long-term project, he noted, typically lasting a minimum of three years.

While various Boeing businesses advertise their products and services in

trade publications and other venues internationally, the company has launched comprehensive image campaigns in just two nations other than India: the United Kingdom and Japan, Johnston said.

— Eric Fetters-Walp

See the new full-page Boeing India ads on pages 2, 59 and 60 of this issue.

## Building business... and communities

Boeing Global Corporate Citizenship is helping make a difference in India

by Alma Dayawon

**A**long with fostering long-term strategic partnerships in India, Boeing is helping build stronger, healthier communities there.

Although India is the world’s second-most populous country, more than half the population resides in rural areas. But rapid development in India’s urban areas is changing that balance. Angel Ysaguirre, a Boeing Global Corporate Citizenship community investing specialist who is based in Chicago, visited Boeing’s New Delhi office last October, as well as the new Boeing Research & Technology–India center. He was struck by the widespread migration to India’s largest cities.

“A lot of the migrants don’t expect to remain in the cities, but they do, and so there are ‘pop up’ worker villages around construction sites that suddenly become communities,” Ysaguirre said. Boeing has helped set up schools in these areas and is training residents to make the schools sustainable to benefit the community long after construction is complete, he said.

Boeing supports two nongovernmental organizations in India—Mobile Crèches and Save the Children India—that focus on the health and education of children, particularly those in developing areas. Mobile Crèches operates day care centers at construction sites and slums in 22 locations, providing children with early education services, nutrition and health care. Save the Children India



In India’s largest cities, in “‘pop up’ worker villages around construction sites that suddenly become communities,” Boeing has helped set up schools and is training residents to make the schools sustainable.

— Angel Ysaguirre, community investing specialist,  
Boeing Global Corporate Citizenship

provides health, vocational training and education programs.

Boeing International employee Meenakshi Arora began volunteering last year with the Delhi chapter of Save the Children India, and, along with other Boeing employees, has participated in several of the organization’s events. “The value that Boeing brings to Save the Children is not just support and sense of

commitment to serve the community,” Arora said, “but the ability to try to help make the children’s environment and future safe.” ■

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**PHOTO:** Boeing employees assist with an art workshop during a Mobile Crèches event in New Delhi. JOHN WILLIAMS/BOEING