

Endless possibilities



Boeing and India have a growing partnership that includes much more than the company's military and commercial products.

Boeing's 70-year relationship with India has gone into high gear. Jetliner sales have increased dramatically, a growing defence market has emerged and new technology partnerships have been formed.

That relationship began in the early 1940s, when India's Tata Airlines began flying DC-3 aircraft, built by Boeing heritage company Douglas Aircraft. While Boeing continued to sell airliners to Indian

Airlines over the years, the creation of Boeing India in 2003 gave the company a big boost in India's rapidly growing defence market.

Military sales to India have evolved since the mid-2000s when agreements and closer strategic ties between the United States and India allowed US based defence firms to compete for India's business. Since that time, India has been a major customer for C-17

airlifters and P-8I long-range maritime reconnaissance aircraft. Details are also being discussed for the purchase of various Boeing helicopters.

"Our strategy to leverage the entire Boeing enterprise to partner with India has been highly successful, and this has been especially true over the past five years," said Shep Hill, president, Boeing International and senior vice president, Business Development and Strategy.



This P-8I, pictured during flight testing over Washington state, is one of three maritime patrol aircraft that are being delivered to the I.N. in 2013 (John Parker/Boeing).

“India represents a very important market for us. It’s the second-most populous nation in the world, and it has one of the fastest-growing economies.”

Hill pointed out that India has long been a steady customer for Boeing Commercial Airplanes. But Air India’s 2005 purchase of 68 Boeing jetliners, he said, marked a milestone in India’s rapidly growing demand for commercial air travel. Then, in 2009, Boeing opened a new

research and technology facility in India. That same year, the Indian government made its first major purchase of Boeing defence products.

In addition to being a major market for commercial airplanes, India is committed to increasing its defence capabilities, Hill said, adding that India will have a continuing need for commercial and military aircraft and an array of services to support these aircraft.

Headquartered in New Delhi, Boeing India has approximately 300 locally-based employees, with all but a few being Indian nationals. They work in the company’s commercial and military operations as well as subsidiaries and the research and technology facility.

In December 2012, Boeing announced the appointment of Pratyush Kumar as the new President of Boeing India. He replaced Dinesh Keskar, who has rejoined Boeing Commercial Airplanes as SVP, Sales, Asia Pacific and India. Keskar had served as President of Boeing India since 2009. Prior to joining Boeing, Kumar was based in New Delhi serving as president and chief executive of GE Transportation for South Asia.

Kumar said that Boeing has built a solid partnership with India that spans a broad range of business activities. “India, with its rapidly expanding economy, has aspirations to become a leading economic force on the world stage,” Kumar said. “Boeing’s growing presence in India is founded on common goals in advancing technology, innovation and local manufacturing. We also see exciting new opportunities for the sale of military and commercial products.”

The government of India selected Boeing to provide eight P-8I maritime reconnaissance aircraft for the Indian Navy, with the first three to be delivered in 2013. The P-8 is a modified 737-800. India’s Ministry of Defence also has signed an agreement with the US government to acquire 10 Boeing C-17 mega airlifters even as Boeing has sold Harpoon missiles to both the Indian Navy and Air Force.

In addition, Boeing and the Indian government are discussing final details for the purchase of both Apache and Chinook helicopters. “We see India as a key long-term partner with potential for product sales, services and collaboration with suppliers,” said Dennis Swanson, VP International Business Development, India, and head of Boeing Defence, Space & Security’s sales effort there. “An important barometer of our success will be our ability to offer the right solutions, execute to plan on our existing programmes and build trust with our customers and partners.”

The Indian government has forecast a budget of \$100 billion in defence-related equipment over the next 10 years.



A 787 painted in Air India colours takes off from Boeing's plant in North Charleston, S.C. (Alan Marts/Boeing).

Swanson sees a growing market for unmanned systems, security solutions, support services, training and network-centric systems. "They're acquiring new defence products to replace many of their aging platforms," Swanson said. "Boeing has a unique set of products to support the Indian military." Boeing's services and support business, Swanson added, is expected to gather significant traction in India as operators seek to ensure the long-term operational readiness of their aircraft.

India's demand for commercial aircraft also is going strong. "India has a rapidly growing economy and an expanding middle class," Keskar said. "As a result, its commercial airplane fleet has roughly tripled over the past seven years."

Air India's order for 68 Boeing airliners included 23 777s and 27 787 Dreamliners, as well as 18 737-800s for Air India's wholly owned subsidiary Air India Express. In September 2012, Boeing and Air India celebrated the delivery of the airline's first Dreamliner.

Two private Indian carriers, SpiceJet and Jet Airways, have also been strong Boeing customers. SpiceJet, which began service in 2005, then placed an order for 20 Next-Generation 737-800 airplanes and has since expanded its 737 fleet. Jet Airways, which began service in 1992, operates a fleet that includes both 737 and 777 airliners.

Boeing forecasts that India will need 1,450 new commercial aircraft valued at

\$175 billion over the next 20 years. As a result, India's commercial aviation fleet is likely to grow to more than 4.5 times its current size by 2032.

Boeing is enhancing support services to keep pace with this growth. For example, it is working in partnership with Air India to build a maintenance, repair and overhaul facility in Nagpur, which is scheduled to open in mid-2013.

Another milestone in Boeing's relationship with India was the opening in March 2009 of Boeing Research & Technology-India in Bangalore. This centre works with research and development organisations throughout India—including universities, government agencies and the private sector—to

India is "part of the modern world, while retaining the values of the past. ... we are excited about our growing partnership with India and exploring its many possibilities."

Pratyush Kumar, President, Boeing India.





This 777 is among the Boeing aircraft flown by Jet Airways, a private carrier that began service in 1992. (Tim Stake/Boeing)



Boeing is on schedule to deliver five C-17s to the Indian Air Force in 2013 and five additional aircraft in 2014. (Sally Aristei/Boeing)

develop new technologies that can be applied to Boeing products.

Bala Bharadvaj, Managing Director of the Boeing research centre, said India has much to offer. “There are many technically-savvy people in India and they have a lot of enthusiasm for aerospace,” Bharadvaj said. “Their analytical skills are outstanding, both in terms of modeling fundamentals and developing software. We are working with them to focus these talents on solutions.”



SpiceJet, which began services in 2005, has been a strong customer for the Boeing 737. (Jim Anderson/Boeing)



Boeing will supply the Indian Navy with a total of eight P-8I aircraft, a modified 737-800 for anti-submarine and maritime patrol missions. (John Parker/Boeing).

Boeing has collaborated with the Indian Department of Science and Technology to form the National Centre for Aerospace Innovation and Research, a partnership to create a world-class aerospace industry in India. Boeing also leads a collaborative effort to conduct network systems research and development in India.

Boeing's relationship with Hindustan Aeronautics Limited (HAL) began in 1991 when the company became a single-source producer of 757 overwing exit doors. It has continued to support Boeing in both commercial airplane and military aircraft programmes.

Boeing also has partnered with Bharat Electronics Limited (BEL) on the P-8I and F/A-18 programmes, as well as the Boeing Phantom Works Analysis and Experimentation Centre in Bangalore, which engages India's armed forces to understand future capability needs. Indian suppliers such as HAL, BEL, Avintel, Electronics Corporation of India, Dynamatic Technologies and Tata Advanced Materials provide components that will be integrated into the US Navy's P-8A and Indian Navy's P-8I aircraft.

Since 1997, Boeing has also worked with some of India's premier software development companies to set up centres of excellence in various areas, including systems re-engineering and development, test and evaluation, business systems, analytics, and Commercial Aviation Services information technology applications.

Boeing's Indian presence is further strengthened through its subsidiaries—Jeppesen in Hyderabad, NARUS in Bangalore and Continental Data Graphics in Chennai—which are also expanding in the country.



Boeing has had an active corporate citizenship programme in India for more than six years, with a focus on health care and education. It has included both corporate funding and volunteer support. “We have actively engaged with more than 15 organisations and self-help community groups at eight locations throughout the country,” Kumar said. “We estimate that approximately 85,000 people have benefited from these efforts over the past five years, including 16,000 in 2012 alone.”

In India, Boeing has been a dedicated supporter of *Operation Smile*, which provides

free surgeries to children born with cleft lip, cleft palate and other facial deformities. Education programmes supported by Boeing include *Building Blocks*, which provides early learning opportunities for children ages 3 to 6 from impoverished families. *Save the Children India*, also supported by Boeing, is a vocational skills development programme for women and adolescent girls in Sarai Kale Khan Village, New Delhi.

Kumar said the Indians are proud of their heritage, which dates back 5,000 years. However, the country is focused

on the future and becoming an important player in the global economy. Many leaders have Western university education. “They’re part of the modern world, while retaining the values of the past. Their beliefs, which have been passed on from generation to generation, are still intact,” Kumar said. “At the same time, they are very comfortable blending into the Western world. We are excited about our growing partnership with India and exploring its many possibilities.”

Bill Seil
(Courtesy: Boeing Frontiers)