

**PROJECT REPORT**  
**ON**  
**“KINGFISHER AIRLINES”**



**PREPARED BY BHARAT  
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ENROLLMENT NO. – 12712401709**

**UNDER THE GUIDANCE OF  
Ms. Latika Arora**

**FOR PARTIAL FULFILLMENT OF  
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**DELHI INSTITUTE OF RURAL DEVELOPMENT  
AFFILIATED TO G.G.S.I.P.U, KASHMERE GATE, DELHI**



Guru Gobind Singh  
Indraprastha  
University

**CERTIFICATION**

This is to certify that **Bharat Mehlawat** has completed his Project Report, as a part of partial fulfillment of B.B.A (GEN) Programme from Delhi Institute of Rural Development, affiliated to **Guru Gobind Singh Indraprastha University**, under my guidance and this is her original work.

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**(D.I.R.D)**

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I acknowledge with gratitude and appreciation, my indebtedness to my mentor & guide, **Ms. Latika Arora**, for allowing me to work on a very intrinsic part of aviation sector, **“Kingfisher Airlines”** I also thank his for the ideas and basic concepts she delivered and shared with me, as they helped me a lot in accomplishing this project of mine.

It gave me enormous gratification to articulate my thankfulness and heart full sense of indebtedness to my Director Sir DR. A. K. Chaudhary and Ms. Laitka Arora

**Bharat Mehlawat**

Enrollment No. – 12712401709

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# **Chapter1**

## **INTRODUCTION**

### **1.1 ExecutiveSummary**

This project is an attempt to give knowledge about Kingfisher Airlines. It aims to make its reader well versed with each and every aspect of Kingfisher Airlines.

#### **Itthrowslightonthefollowing:-**

1. In 1<sup>st</sup> Chapter you will find the objective of doing the project on Kingfisher Airlines.
2. In 2<sup>nd</sup> Chapter of this report, you will find that the research methodology of the report is mentioned.
3. In 3<sup>rd</sup> chapter you will find an overview of Kingfisher Airlines, in which you will find its fleet, current destination, departments, and different services offered by it such as Airport services, In-flight services, on - ground services. In it you will also find about the Events, Awards..
4. In 4<sup>th</sup> Chapter you will find conclusion and suggestion on the project on Kingfisher Airlines.
5. In 5<sup>th</sup> Chapter you will find some of the limitations of project being face by me.
6. In 6<sup>th</sup> Chapter you will find the various sources I referred for gathering information.
7. In 7<sup>th</sup> Chapter you will find the list of all the literature that I have attached.

This project is overall an attempt to make you aware or to cover every possible aspect of Kingfisher Airlines in India and around the world.

## **1.2 Objectives**

The main objectives of the study of this project are –

- To study the growth and expansion of Kingfisher Airlines.
- To study the structure and workings of Kingfisher Airlines.
- To compare Kingfisher Airlines with other Airlines.
- To understand the attitude towards the services of Kingfisher Airlines.
- To study the achievements of Kingfisher Airlines.
- To know the important aspect of Kingfisher Airlines.

## **Chapter2**

### **ResearchMethodology**

#### **RESEARCHMETHODOLOGY**

##### **MeaningofResearch**

Redman and Mory define research as a “systemized effort to gain new knowledge.” Some people consider research as a movement, a movement from the known to the unknown. Research is an academic activity and as such the term should be used in a technical sense. According to Clifford Woody, research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

##### **ObjectivesofResearch**

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. Though each research study has its own specific purpose but the research objectives can be listed into a number of broad categories, as following:-

1. To gain familiarity with a phenomenon or to achieve new insights into it. Studies with this object in view are termed as exploratory or formulative research studies.
2. To portray accurately the characteristics of a particular individual, situation or a group. Studies with this object in view are known as descriptive research studies.
3. To determine the frequency with which something occurs or with which it is associated with something else. Studies with this object in view are known as diagnostic research studies.

## **ResearchMethodology**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods or techniques but also the methodology.

## **DataSource**

The data can be collected from two sources, i.e. Primary and Secondary. I have collected the entire data of this project on Kingfisher Airlines from SECONDARY SOURCES like websites, books, newspapers and magazines.

## **ResearchMethodologyinvolvesresearchplanthathasfollowingmajorsteps:**

1. Defining the Data Source
2. Research Approach
3. Data Analysis

### **1. DefiningtheDataSource**

The data required for familiarizing with the role of Aviation Sector, “Kingfisher Airlines” as collected from the web sites and journals.

### **2. ResearchApproach**

The research was carried out under following major steps:

#### **LEARNING ABOUT THE COMPANY**

At the very outset, the information regarding the origin, developments, the present way of working and the current strategy of Kingfisher Airlines was gathered and thoroughly analyzed which gave the researcher an insight into company's profile and

organization structure was made with the help of company's web site, company's manuals , brochures and other relevant published material. This



helped the researcher to understand the present working scenario and gain familiarity with the organization's strategic moves.

### **COLLECTION OF DATA**

Under this step the secondary data was collected through company's website, company's manuals, brochures and other relevant published material.

### **3. DataAnalysis**

After the data about the developments and its future goals had been collected, it was analyzed methodically. The importance and the purpose of move was identified to assess the benefits and the risks faced by the company in the field of Aviation.

## Chapter3

### Company's Profile

#### Kingfisher Airlines



<u>IATA</u> <b>IT</b>	<u>ICAO</u> <b>KFR</b>	<u>Callsign</u> <b>KINGFISHER</b>
<b>Founded</b>		2004
<b>Hubs</b>		Bangalore International Airport, Chhatrapati Shivaji International Airport, Indira Gandhi International Airport, Sardar Vallabhbhai Patel International Airport
<b>Frequent flyer program</b>		King Club
<b>Fleet size</b>		158 (incl. 126 in order)
<b>Destinations</b>		29
<b>Parent company</b>		UB Group
<b>Company slogan</b>		Fly The Good Times
<b>Headquarters</b>		Bangalore, India
<b>Key people</b>		Dr. Vijay Mallya, CMD Mr. Hitesh Patel, EVP Mr. Rajesh Verma, EVP Mr.A. Raghunathan, CFO
<b>Website:</b>	<a href="http://www.flykingfisher.com/">http://www.flykingfisher.com/</a>	

Kingfisher Airline is a private airline based in Bangalore, India. The airline is owned by Vijay Mallya of United Beverages Group. Kingfisher Airlines started its operations on May 9, 2005 with a fleet of 4 Airbus A320 aircrafts. The airline currently

operates on domestic routes. The destinations covered by Kingfisher Airlines are Bangalore, Mumbai, Delhi, Goa, Chennai, Hyderabad, Ahmedabad, Cochin, Guwahati, Kolkata, Pune, Agartala, Dibrugarh, Mangalore and Jaipur.

In a short span of time Kingfisher Airline has carved a niche for itself. The airline offers several unique services to its customers. These include: personal valet at the airport to assist in baggage handling and boarding, accompanied with refreshments and music at the airport, audio and video on-demand, with extra-wide personalized screens in the aircraft and three-course gourmet cuisine.

Kingfisher Airlines currently operates with a brand new fleet of 8 Airbus A320 aircraft, 3 Airbus A319-100 aircraft and 4 ATR-72 aircraft. It was the first airline in India to operate with all new aircrafts. Kingfisher Airlines is also the first Indian airline to order the Airbus A380. UB holdings Ltd, has acquired 26% stake in the budget airline Air Deccan and has option to buy further of 20% stake from the secondary market.

### **3.2 History**



Kingfisher Airlines is a subsidiary of the UB Group, one of the largest beverage companies in the world. The branding of the airline is linked to that of Kingfisher Beer, India's largest brewery.

The airline, which is headed by the charismatic Dr Vijay Mallya, took to the skies in May 2005, and attracted attention for its high quality product with personal inflight entertainment in every seat; custom interior designs for each aircraft; valet assistance at airports and complimentary hot food and beverages. The airline initially operated a single class service but subsequently introduced a highly acclaimed First Class, allowing it to compete with Jet Airways for the high yield corporate market. In addition to its A320 family aircraft used on domestic routes, Kingfisher Airlines also operates ATR-72 turboprops on regional sectors.

Under current Indian regulations, which require airlines to operate 5 years domestic service before being granted international rights, Kingfisher will not be permitted to operate overseas until 2010. However, the airline has very clear international ambitions, with an order book for 45 wide body aircraft, including A330s, A340s, A350s and A380s

In just over two years, Kingfisher Airlines has achieved a market share of 10% and has one of the most aggressive expansion plans of all Indian carriers during 2007. In Jun-07, it dramatically increased its influence in the market with the acquisition of a 26% shareholding in India's largest LCC, Air Deccan, for approximately USD130 million, and an open offer for a further 20%. Through schedule coordination and joint operations in ground handling, training, and maintenance, the carriers are projecting annual cost savings of over USD70 million.

There will also be greater coordination between the two brands, with Air Deccan to adopt the Kingfisher image in its logo and to switch to a red, rather than a blue colour scheme. The combined Kingfisher/Deccan group has a market share of just over 30% and a product range spanning from the price-sensitive, first-time flyer, to the high yield business traveler, making it one of the key pillars of the airline industry.

The airline which started its operation on 9<sup>th</sup> May 2005, following the lease of 4 Airbus A320 aircraft. As of July 2007, Kingfisher operates only on domestic routes, however it has announced plans to start flights to the USA with Airbus A380 aircraft. The airline is owned by the United Beverages Group under the leadership of Vijay Mallya (which also owns the popular Indian beer of the same name). The airline promises to suit the needs of air travellers and to provide reasonable air fares. Kingfisher Airlines' main "luxury" component is its In-Flight Entertainment System, a first among Indian airlines. The airliners in-flight Mobile Phone and Internet Services will be provided by OnAir starting 2008 for longhaul flights.



### **United Breweries Group**

United Breweries Group, based in Bangalore, is the world's 2nd largest brewer and the largest in India. The company markets most of its beer under the Kingfisher brand and has also launched Kingfisher Airlines, a domestic airline service in India. The UB Group (United Breweries) Group is a multi-faceted conglomerate with business interests in Beverage Alcohol, Pharmaceuticals, Media, International Trading, Aviation, Fertilizer, Research & Development, and Infrastructure Development.

The group is headed by Dr. Vijay Mallya who is also a member of the Indian Parliament. United Breweries now has a near-monopoly over the Indian brewing market, thanks to its recent takeover of the rival Shaw-Wallace company. The group owns the Mendocino Brewing Company in the United States.

### **History**

The UB Group was founded by a Scotsman, Thomas Leishman in 1857. The Group took its initial lessons in manufacturing beer from South Indian based British breweries. At the

age of 22, Vittal Mallya was elected as the company's first Indian director in 1947. After a year, he replaced R G N Price as the chairman of the company.

After Vittal Mallya's death in 1983, his son Vijay Mallya assumed the mantle of the group. Vijay Mallya inducted professional management and consolidated the Group into individual operating divisions. In 1988, UB Group acquired the global Berger Paints Group with operating companies across four continents. The paints business was divested for significant value in 1996.

After India adopted economic liberalization in 1991, the UB Group decided to retain interests in only those businesses that were globally competitive and did not depend upon fiscal tariff protection. Today, UB Group is the third largest manufacturer of Spirits products in the world. In 2005, the Group entered aviation sector with the launch of Kingfisher Airlines Limited. Within a short time the airlines has captured an impressive market share and has established a niche identity for itself.

### **The Logo**

The Pegasus, which is the symbol of the United Breweries, first found its place as the Group logo in 1940. Then, the Helladic horse – associated with beer and nectar in Greek mythology- carried a beer cask between the wings, ostensibly because beer formed the core operations of the Group. Later, the beer cask was removed to represent the Group's multifaceted operations. Now, it is just the Pegasus.

### **Business Interest of UB Group:**

**Beverage Alcohol:** The UB Group is 3rd largest spirits marketer in the world, with overall sales of 60 million cases. The company offers 140 brands at varying price points. Some of the famous brands of the UB Group are: Bagpiper Whisky, McDowell's No.1 Whisky, Director's Special Whisky, McDowell's No.1 Brandy and McDowell's Celebration Rum.

**Pharmaceuticals:** The group's company Aventis Pharma Limited is the second largest pharmaceutical multinational in India. It develops and markets branded prescription drugs and vaccines.

**Media:** The UB Group also has a shareholding in Asian Age Holdings Ltd, the company that owns and manages daily newspaper, The Asian Age.

**International Trading:** The Group's company UB Global Limited is a recognized export house engaged in the export of Beer, Spirits, Leather Footwear and Processed Foods. The Company also exports Pharmaceutical Products and customized perfumeries.

**Fertilizer:** Mangalore Chemicals & Fertilizers Limited is under UB Group's management. It has a manufacturing capacity of 2,17,800 MT of Ammonia and 3,80,000 MT of Urea.

**Research & Development:** Vittal Mallya Scientific Research Foundation (VMSRF) was established in 1987 with the objective of developing newer and novel technologies that will have substantial application in industry and health care. The foundation is recognized by the Departments of Scientific & Industrial Research (DSIR), Dept. of Biotechnology (DBT), Council for Scientific and Industrial Research (CSIR) and the Ministry of Finance, Govt. of India.

**Aviation:** UB Group entered aviation sector in 2005 with the launch of Kingfisher Airlines Limited. Kingfisher Airlines has captured an impressive market share and has established a niche identity for itself. The airlines recently acquired 25% stake in Deccan Airlines.

### **Present History**

Sales of the United Spirits Ltd. are expected to exceed 60 million cases during the fiscal year 2005-06 making the Group the third largest manufacturer of Spirits products in the world. In addition, USL is one of only three in the world to own seven millionaire brands and at least five brands rated by Drinks International, UK, to be amongst the ten fastest growing brands in the world in their respective categories.

The UB Group's Brewing Entity - called United Breweries Limited (UBL) - has also assumed undisputed market leadership with a national market share in excess of 50%. Through a process of aggressive acquisition and market penetration, The UB Group today controls 60% of the total manufacturing capacity for Beer in India. The flagship brand, Kingfisher is now sold in over 52 countries worldwide having received many accolades for its quality.

The UB group is also into manufacture of Fertilizers. The group company Mangalore Chemicals and Fertilizers Limited ( MCF ) has factory at Panambur in Dakshina Kannada district of Karnataka.

In August 2007, the group made a first-of-its-kind media alliance for the promotion of NDTV Good Times, a lifestyle television channel run by NDTV.

### **Financials**

In July 2007, United Breweries Limited reported volume growth of 16.3% compared to the previous year.

### **Overview**

## **Our Vision**

“The Kingfisher Airlines family will consistently deliver a safe, value-based and enjoyable travel experience to all our guests.”

## **Our Values**

### **Safety**

This is our overriding value. In our line of business, there is no compromise.

### **Service**

We are all in the hospitality business; we must always seek to serve our guests and gain their trust, goodwill and loyalty.

### **Happiness**

We seek to build an organisation with people who choose to be happy, and will endeavour to influence our guests and co-workers to be happy too.

### **Teamwork**

We will succeed or fail as a team. Each one of us must respect our colleagues regardless of their rank, and we must work together to ensure our mutual success.

### **Accountability**

Each one of us will be held accountable for the successful execution of our duties, commitments and obligations, and we will strive to lead by example.

## **Why Aviation?**

What gladdened Dr. Vijay Mallya must have been a Cabinet decision on Wednesday, October 20, 2004, which hiked the permitted foreign direct investment (FDI) limit in domestic airlines to 49% from the existing 40%. This move is expected to help fledgling airlines like Kingfisher and Air Deccan. Jet and Sahara lobbied till the last, some political parties (leftists) tried to muddy the waters, but the skies were opening up and Dr. Mallya



had cause for cheer. The bogey of national security concerns raised by the Jet-Sahara cartel failed. More than the 9% hike, the decision also signaled to domestic airlines and foreign investors that the government was serious on aviation reform.

Starting a low cost airline is not the most difficult part, because to start a low cost service with nation wide operations,

Assuming that the airplanes are leased the cost is typically between \$20-40mn; depending on the scale of operations (a full scale carrier will need investment of around \$70-80mn).

A regional service can be started at a much lower cost - around \$10-15mn.

Low cost carriers can break even in a year or two or at most three.

New airlines typically have a major cost advantage, especially for labor, over established (mostly state-owned carriers like Indian Airlines or Air China).

Air transport is the obvious solution for mobility, if fares can be kept low (as compared to train fares).

### **WhyIndia?**

Every Indian should fly. There are approximately one billion people & only about 0.05% of them fly.

India is 3rd fastest growing domestic aviation market in the world. (last year growth was 23% & will maintain 20% growth in next five years)

Indian Subcontinent is the third largest market for new aircraft in Asia, behind China (1790) & Japan (640).

More and more middle class families now prefer air travel to traditional rail travel.

[Growing Middle-Class (income over Rs.90,000 p.a.)

People having greater disposable incomes.

In 2003, 10 million Indians traveled by air domestically. In 2004, 25 million took to the skies within India and 6 million Indians traveled abroad.

The more the merrier, More could take to the skies in the months and years to come, as wallet friendly new players like Kingfisher airlines spruced up plans to enter the aviation segment.

According to CAPA (Centre for Asia-Pacific aviation) forecasts, the total air traffic will rise by 5 million actual passengers each year over the next 10 years.

Swift liberalization of the Indian market. With the ending of government protection for Indian Airlines, the adoption of an open skies agreement with the United States and the loosening of a previously tightly restrictive quota pact with Britain. India is an exciting aviation market.

### **Welcome Kingfisher Airlines!**



Kingfisher Airlines commenced commercial operations on 9 May, with its maiden service from Bangalore to Mumbai with 174-seat A320 aircraft.

### **Other details include:**

- ☐ **Fleet:** To operate a minimum of 33 aircraft within the next two years and 55 by 2010;
- ☐ **Fares:** Bangalore-Mumbai fares are at least 35% lower than Indian Airlines and Jet Airways;

□ **Network:** Bangalore-Mumbai frequency increased from two to three times daily on 20 May. Bangalore-Delhi service commences on 6 June.

According to UB Group Chairman, Vijay Mallya, the airline plans to acquire 11 aircraft by December this year and buy one aircraft every month from January 2006. Dr. Mallya is optimistic about the prospects for the airline, which is targeting India's increasingly affluent middle large.

If you look at the emerging India, by 2010 there will be a new generation of consumers of about 150 million. Who are these people? These are youngsters who are earning money out of information technology, biotechnology, entrepreneurs? people who have a much greater propensity to spend than when I was young, said Dr Mallya.

Air Deccan Managing Director GR Gopinath welcomed Kingfisher, stating the move would energise the market. According to Capt Gopinath, there is a tremendous need for airline capacity as the requirement is huge.

Kingfisher Airlines has contracted Indian Airlines to operate government mandated socio-economic routes on its behalf. Airlines operating on trunk routes in India are obligated to operate a certain proportion of capacity to remote regions. This forms part of a INR1.2 billion agreement with Indian Airlines for outsourcing of ground handling and maintenance services for a minimum of two years.

Meanwhile, Kingfisher Airlines is offering 1,000 one-way tickets each day priced at INR2,999 (USD69.20) on Mumbai-Bangalore service in May (travel dates not disclosed), and 1,000 one-way tickets each day priced at INR4,999 on Bangalore-Delhi service in June. The airline is seeking to launch Delhi-Mumbai service in August 2005.

### **Archieves**

**The“KingOfGoodTimes”hasdoneitagain:**  
**IstheWorldReady?**

Vijay Mallya, the Indian Liquor and Airline business magnate known for his aggressive and innovative marketing is taking his airline fleet overseas. Kingfisher Airlines largely famous for its saucy air hostesses and top-notch service, plans to fly on multiple routes in US and UK as early as next year. Mallya placed one of the biggest Aircraft orders to Airbus at Paris Air Show. The order was placed for 50 aircrafts worth \$7 billion. Kingfisher's strategy is to open long-haul routes and expand the existing domestic routes. The deal, for 50 Airbus planes, included five A340s, which are only economical to fly on long-haul trips. Mallya already has on order five of Airbus's jumbo A380s, which he plans to fly non-stop to the U.S. East Coast, and five additional A340s, which he plans to fly nonstop to America's West Coast.

One of the reasons for Mallya to put in such a big investment is due to the fact that Indian are flying much more than what they used to earlier. The domestic market is grown by over 40% while the international passengers have grown by 25% over last year. This growth rate is expected to carry through at least a decade. The Airline Industry has suddenly seen number of players entering the Indian market after being dormant for a very long time. Due to the competition within airlines, the air fares in some cases have fallen by more than 50%. Very recently the Jet Sahara deal has been making news for all wrong reasons.

#### **Kingfisher Airlines, American Express to lunch co branded card**

Corporate Card issuer American Express and Kingfisher Airlines today announced a joint marketing initiative with the launch of the first airline corporate charge card specifically targeted at the small to medium sized enterprise (SME) market in the country.

A market-first, the American Express Kingfisher Airlines Corporate Card will offer India-based companies an 8-per cent rebate on Kingfisher Airlines air travel which is charged to the card and will also offer card holders an exclusive membership upgrade within the Kingfisher Airlines frequent flyer programme, King Club.

"I am delighted to announce a strategic alliance between two powerful brands, which are widely acclaimed and renowned for their premium quality and service," said Vijay Mallya, chairman and CEO, Kingfisher Airlines Limited. "The American Express Kingfisher Airlines Corporate Card is squarely targeted at the SME segment. The SME market is important to Kingfisher Airlines and we have worked closely with American Express to develop a compelling corporate product that provides exclusive benefits to both the company and its employees. "The card offers companies a rebate of 8 per cent on all Kingfisher Airlines ticket purchases charged to the card, whilst card members will automatically be enrolled in the King Club frequent flyer programme and earn Bonus King Miles."

### **Kingfisher Airlines Open 2007 to feature Global Tennis Legends**

Kingfisher Airlines Limited today announced that the second edition of the Kingfisher Airlines Open will take place in Mumbai from September 24 through 30<sup>th</sup> September 2007. Widely acclaimed as South Asia's most prestigious Association of Tennis Players (ATP) event, top notch players from around the world will take centre stage at the upcoming Kingfisher Airlines Open 2007.

The strong line-up that will battle it out on the hard courts of Mumbai includes power-packed performers like 2007 Wimbledon semi-finalist Richard Gasquet, 2006 Australian Open runner-up Marcos Baghdatis, Wimbledon and US Open Champion Lleyton Hewitt and former world number one and Australian and US Open Champion, Marat Safin. The US\$416,000 Kingfisher Airlines Open is being organized by Globosport, India's leading sports and entertainment management company headed by Indian tennis ace Mahesh Bhupathi.

The inaugural edition of the Kingfisher Airlines Open held last year went down as a hugely successful and popular tournament in the annals of Indian tennis history, thanks in no small measure to the combined efforts of Dr. Vijay Mallya, Chairman and CEO of Kingfisher Airlines Limited, and Globosport.

**Kingfisher Airlines to buy 26 percent in Air Deccan for US\$135 million**

United Breweries (Holdings) Ltd., which runs Kingfisher Airlines, is to buy 26 percent of Deccan Aviation Ltd, which operates the low-cost carrier Air Deccan, for US\$135 million.

Deccan will issue about 35 million shares at US\$3.8 each to United Breweries (Holdings), an 18 percent premium to Deccan's closing price on Wednesday. UB Group has paid an advance of US\$36.82 million and the balance will be paid in next four months.

UB Holdings, with its Kingfisher Airline, had been the natural ally for Air Deccan, Capt. GR Gopinath, MD, Deccan Aviation said, adding that both airlines would complement each other. He said, "Keeping in mind various options we had, we felt that in the long term vision of our company, the association with UB Holdings will make enormous financial and operational sense where each other's best practices could be shared."

Air Deccan would continue to remain as an independent entity and pursue the low-cost model. While Capt. Gopinath would be the Executive Chairman of Deccan Aviation, Mr Mallya would be the Vice Chairman. Both would appoint six directors each besides having six independent directors on the board.

### **Kingfisher ties up with perfume brands in promotional offer**

Kingfisher Airlines has announced a “Scent of Good Times” Offer, under which it gives away reputed perfume brands worth Rs 4,000 to anyone who purchases flight coupon booklets having two flight coupons for Rs 10000. For this, Kingfisher has tied up with leading perfume brands like Pierre Cardin, Paul Smith and Kenzo.

The flight coupons can be used for travelling between any two airports where Kingfisher Airlines operates flights. The coupons will be valid till June 30 of this year, 2006.

“The idea behind the scheme is to associate with like-minded leading international brands, to provide maximum value to our guests and also create an opportunity to communicate with the relevant target audience through a non-conventional platform. Our Partners Program has so far ensured we have offered the best value possible to our guests. This scheme too enables air travelers to experience the “Scent of Good Times”, by buying Kingfisher Airlines flight coupons worth Rs. 10,000/- and getting a fabulous offer on leading international brands, like Pierre Cardin, Paul Smith, Kenzo,” said Girish Shah, General Manager, Marketing, Kingfisher Airlines.

The Kingfisher Airlines Scent of Good Times offer is available at leading departmental stores and chains like Shoppers’ Stop, Life Style and other leading outlets at Mumbai, Bangalore, Chennai, Delhi, Gurgaon, Hyderabad, Kolkata, Goa, Pune and Jaipur.

### **3.3 Products and Services**

#### **Fleets**

The first Indian airline to initiate and continue operations with all new aircrafts, Kingfisher Airlines connects to 15 key destinations through a fleet of 11 brand new A320 family aircrafts. With more than 70 flights daily across India, Kingfisher is the first and the only Indian carrier to have signed a contract with Airbus for A380 and A350. In a deal valued at over \$3 billion, Kingfisher Airlines has ordered 5 A380, 5 Airbus A350-800 aircraft and 5 Airbus A330-200 aircrafts. The Kingfisher Airlines fleet consists of the following aircraft -

<b><u>Kingfisher Airlines Fleet</u></b>				
<b><u>Aircraft</u></b>	<b><u>Total</u></b>	<b><u>Passengers (Kingfisher First/Kingfisher Class)</u></b>	<b><u>Routes</u></b>	<b><u>Notes</u></b>
<b><u>ATR72-500</u></b>	12 (22 orders)	66 (0/66)	Short Domestic services	Haul
<b><u>Airbus A319-100</u></b>	3 (1 order)	130 (28/102)	Short medium routes	and haul IAE Engines
<b><u>Airbus A319-100CJ</u></b>	1	Corporate Jet	Short medium routes	and haul
<b><u>Airbus A320-200</u></b>	12 (50 orders)	160 (28/132)	Short medium routes	and haul
<b><u>Airbus A321-200</u></b>	6 (2 orders)	184(28/156)	Short medium routes	and haul
<b><u>Airbus A330-200</u></b>	(15 orders)		Medium long haul routes	and For delivery in 2007
<b><u>Airbus A340-500HGW</u></b>	(10 orders)		Ultra haul routes	For delivery in 2008
<b><u>Airbus A350-800</u></b>	(20 orders)(10 options)			
<b><u>Airbus A380-800</u></b>	(5 orders)(5 options)		Long haul routes	For delivery in 2010
<b>Total Number</b>	34			



**of Aircraft** (126 orders)

**An artistic impression of an AirbusA380 in Kingfisher livery**



On June 15, 2005 it became the first (and only) Indian airline to order the Airbus A380. It placed orders for 5 A380s, 5 Airbus A350-800 aircraft and 5 Airbus A330-200 aircraft in a deal valued at over \$3 billion. Delivery of the A330s is due to start in late 2007, followed by the A380s in 2010 and the A350s in 2012.

On November 20, 2005 at the Dubai Air Show, Kingfisher Airlines announced that it would be buying 20 ATR 72-500s (plus 15 options). The deal is estimated to be worth \$500 million dollars with the deliveries starting from March 2006. The last of the 20 planes would be handed over to Kingfisher Airlines by 2008. The first aircraft from that order was delivered to the airlines on March 31, 2006.

On November 21, 2005 at the same air show, Kingfisher Airlines placed an order to acquire 30 more A320s in a deal estimated to be worth \$2 billion. Engine making joint venture International Aero Engines will supply the engines for the planes. Deliveries for the planes are likely to start from 2008.

On January 13, 2006 an Airbus A319 of Kingfisher Airlines was the first aircraft in that class to land on the short older runway at Mangalore airport.

On the April 24, 2006, Kingfisher signed a contract for five Airbus A340-500 HGWs. The airline plans to use this for its Bangalore-San Francisco and Mumbai-New York route. Delivery is expected for 2008.

Kingfisher was also the first Indian airline to bring the latest super jumbo Airbus 380 to India. A 380 arrived on 6 May 2007 in New Delhi and in Mumbai on 8th May as part of Kingfisher's second anniversary celebrations.

## **Specific terms and conditions**

### **I. Good times begin here**

Fare option  
Mode of Payment

Amendments and Cancellations

### **II. Keeping you informed**

Inform Guests of delays, cancellation & diversion through

### **III. At the airport**

Valet Service  
Checking In  
Group check-in  
Registered baggage  
Hand baggage  
Excess baggage  
Through Check-in

Flight Delays

### **IV. On Board Experience**

Meal Options

### **V. Reaching Your Destination**

Baggage Delivery

Lost/Damage baggage

### **VI. Your special needs**

Unaccompanied Minor  
Wheel Chair  
Stretcher Facility

Carriage of Expectant Mothers

### **VII. Hotel Policy**

In case of disrupted/delayed flights

## **VIII. ConnectingFlightdelays**

### **→ Goodtimesbeginhere**

#### **Fareoption**

Infant - 0-2 yrs (only taxes)

Child 2-12yrs - (child fare +Taxes)

Adult over 12 yrs - Available fare (at the time of booking) +taxes

#### **ModeofPayment**

Infant - 0-2 yrs (only taxes)

Child 2-12yrs - (child fare +Taxes)

#### **Amendments&Cancellations**

Kingfisher Class ("KF Class") Guests can amend or cancel tickets up to 1 hour prior to departure.

Cancellation charges of Rs. 500/- per sector per guest is applicable for Kingfisher Class

If cancellation done within 1 hr of departure (in case of KF Class) only taxes will be refunded.

Seat release charge due to a rebooking (in KF Class) is Rs.200 per sector per guest plus the applicable difference in fare.

No rerouting is allowed.

On cancellation of a booking, the refund will be processed in the same medium in which the ticket was purchased, and through the point of sale.

### **→ Keepingyouinformed**

#### **InformGuestsofdelays,cancellation&diversionthrough:**

Guests are requested to give their mobile numbers while making the booking SMS king to 6388 (Eg. KingIT 308) to get flight updates

SMS updates are available only on GSM mobile network

### **→ Attheairport**

#### **ValetService**

Valet assistance available (Free of charge) at all airports from:

Airport entrance to check in

On arrivals

#### **CheckingIn**

Counters open 150 minutes before departure and close 30 minutes before departure time. Boarding gates close 15 minutes prior to departure. Guests who do not report at the boarding gate, will not be allowed to board the flight and their money will not

be refunded nor their tickets revalidated for another travel date/flight.

**Group check –in**

Guests are requested to report at least 75 minutes prior to departure. In the event that there are 40 or more guests checking in together, they are required to report 90mins prior to departure time.

**Registered baggage**

Registered baggage allowance : Registered baggage allowance - 25 kg per person (both ATR and Airbus)

**Handbaggage**

A Guest may carry one Hand baggage provided it's weight does not exceed 7kgs and the sum of length, breadth and height does not exceed 115cms (L+B+H dimensions for ATR Aircraft is 50+45+20cms and 55+35+25cms for AIRBUS Aircraft).

Articles which may be carried in addition to the free baggage allowance are: laptop, umbrella/walking stick, overcoat, lady's handbag/purse, reading matter, camera/pair of binoculars, infants food/carrying basket, fully collapsible invalid's wheelchair/crutches/braces etc.

Hand baggage is accepted in the cabin subject to availability of space in the overhead bin

**Excess baggage**

Excess baggage is charged per kilogram. The rate varies from sector to sector.

**Through Check-in**

Guests who have through checked-in their baggage to the final destination are required to identify their checked baggage before proceeding with the onward flight.

**Flight Delays**

In the event of a delay that is more than 1 hr but up to 2hrs after the scheduled departure time, Complimentary Refreshments shall be offered. In the event of a delay that is more than 2 hrs, a complimentary meal shall be offered (subject to airport facility & infrastructure and time of the day)

→ **OnBoard Experience**

**Meal Options**

Complimentary meals with choices of:

Vegetarian/ Non-vegetarian (Choices are subject to availability)

→ **ReachingYourDestination**

**Baggage Delivery**

Complimentary valet assistance

**Lost/Damage baggage**

Guests are required to file a Property Irregularity Report (PIR)

Kingfisher Airlines' liability for loss or damage to baggage is limited to INR 200 per kilo, unless a higher value is declared in advance. Kingfisher Airlines assumes no liability for fragile or perishable articles.

→ **Yourspecialneeds**

**Unaccompanied Minor**

Contact Airport ticketing counter. Fill the UNM form. Minor is taken care of from the time of check in to handing over to the contact person on the destination station. This service is offered on complimentary basis.

**Wheel Chair**

complimentary Wheel Chair Assistance provided if a request for the same is made at the time of booking

**Stretcher Facility**

Fare - Nine times the adult basic one-way highest sector fare (plus costs also applicable).

Contact the airport ticket counter for booking/documentation

Necessary documents to be submitted latest by 48 hours prior to departure.

**Carriage of Expectant Mothers**

Expectant mothers are permitted to travel by Kingfisher Airlines till the end of 36 weeks without a medical certificate provided there are no prior complications. From the 37th week till the end of 38th week a medical certificate from the treating doctor (qualified obstetrician) is required. This certificate must be issued within 7 days before commencement of travel. The guest has to be accompanied by a doctor (minimum M.B.B.S qualification).

After the 38th week the expectant mothers are not permitted to travel on Kingfisher Airlines.

In case of any prior complication, the guest has to be treated as a MEDA case. Medical clearance is required in all these cases and the guest has to be accompanied by a doctor.

Post delivery, the mother is permitted along with her baby only after 7 days from the date of delivery of the baby.

Newborns in the first week may be allowed in an emergency subject to clearance by the Neonatologist and accompanying by at least MBBS doctor.

→ **HotelPolicy**

**In case of disrupted/delayed flights**

If a flight is delayed overnight, Kingfisher Airlines shall:

Provide hotel accommodation

If hotel is not available then a voucher for Rs.2500/- shall be provided, which can either be redeemed for cash or utilized for further travel on Kingfisher Airlines; to such Guests who are not residents of that city

For Guests who are residents of a city from where a flight is delayed overnight,

→ **ConnectingFlightdelays**

Kingfisher Airlines is strictly a 'point to point' airline and does not take any obligation or responsibility for transfer of Passengers or their baggage to other flights, whether operated by Kingfisher Airlines or another carrier and does not assume any responsibility to ensure the connections for onward flights on Kingfisher Airlines services OR any other airline and is therefore not liable for any losses or expenses arising out of any failure to board a planned connection.

**KingfisherAirlinesOffersCareerOppurtunities**

Kingfisher Airlines offers great career opportunities in-flight and on the ground. If you think you have the right experience and the right attitude, just click on the openings mentioned below and send in your resume to us. There are more career openings coming soon.

## **Operations**

Expat Pilots -A330/340	Flight Crew Technical Instructor
Captain/ Transition Captain – ATR 72-500	Expat Pilots -A320
Expat Pilots -ATR	Co-Pilots/ Trainee Co-Pilots – ATR 72-500
Senior Co-Pilots	Captain/ Transition Captain – A320.
Co-Pilots - A320	

## **Engineering**

Engineering Training Instructor	Maintenance Controllers
Licensed Aircraft Maintenance Engineers (Cat. A&C)	Reliability, Planning & Technical Services Engineers
Deputy Quality Control Manager- Avionics	Licensed Aircraft Maintenance Engineers (Cat. E I&R)
Deputy Quality Control Manager- Airframe	

## **In-flight Services**

Expat Cabin Crew	Base Manager- In-flight
Cabin Safety Instructor, In-flight	Cabin Services Instructor- Inflight
In-flight Managers	Cabin Crew

## **Guest Services**

Instructor- Airport Handling Procedures	Guest Services Agents
Cargo Officers	Guest Services Supervisor
Guest Relations Executive	Guest Services Manager
Airport Managers	

## **Sales**

Sales Associates	Manager - Travel Agency Sales
Corporate Sales Manager	Reservation & Ticketing Agent

## **Revenue Optimization**

## **Awards**

### **Significant Awards and Accolades**

**"NDTV Profit Business Leadership Award for Aviation"** - awarded to Kingfisher Airlines by NDTV.

**"Brand Leadership Award"** - in the service and hospitality segment against several acclaimed hotels, leading banks and other airlines.

**Economic Times Avaya Award 2006 for Excellence in "Customer Responsiveness"** - The prestigious Award is Presented by the highly acclaimed Business Daily, Economic Times.

**"India's No. 1 Airline in customer satisfaction"** - Business World

**"Rated amongst India's most respected companies"** - Business World

**Rated amongst India's 25 Innovative Companies** - Survey conducted by Planman Media

**"The Best Airline" and "India's Favourite Carrier"** - In a Survey conducted by IMB for The Times Of India.

## **Events**

- **Kingfisher to refresh the Hutch Delhi Half Marathon**





As was the case with the Mumbai Marathon, Kingfisher is again, involved with the Delhi Half Marathon. Billed as the richest and most prestigious half-marathon in India, the event is generating a lot of buzz and is sure to repeat the thrills and excitement of its Mumbai counterpart. Kingfisher has developed a signature campaign to promote its involvement with the event and the same has been hugely appreciated. Also, in the run up to the event scheduled on Oct 16th, Kingfisher organized two 'Marathon Bashes' at popular hangouts in the city where Delhites were able to celebrate the spirit of the marathon with a series of fun games.

#### — Kingfisher 'Rising' to the occasion



Kingfisher was in the thick of 1-Day celebrations across the country, thanks to its association with Aamir Khan's magnum opus, Mangal Pandey-The Rising. The promo was conducted in Bangalore, Mumbai and Pune, where winners had the opportunity to mingle with the stars of the film at the premiere in Mumbai. Rights for the publicity stills were secured and used in press ads and collaterals. Besides the few that got to mingle with the stars, the other Kingfisher drinkers won tickets to the first day show, amongst other prizes in their respective towns. Needless to say, the promo was a huge success with consumers getting a 'rise' out of their favorite brew, Kingfisher!

#### — Kingfisher Festival

A selection of cuisines, loads of entertainment and of course, your favourite beer, all in one place! The Kingfisher Festival held on 7th May, 2005, at the Palace Grounds, was an event, that did just that, and was attended by about 2000 people. The festival catered food

to suit every taste, ranging from authentic Karnataka cuisine to more exotic offerings like Thai and Chinese cuisine.

Variety was not restricted to the food alone. The variety in entertainment had everyone from toddlers to the senior citizens having a great time. The event was kicked off by Manoj Chopra with his feats of strength. His feat of ripping a telephone directory in half with his bare hands was a rare one. K.S Ramesh, India's renowned magician also entertained the public with his bag of tricks. A fashion show in true KF-style, showcased the silks designed by the Maharaja of Mysore. For those, who simply wanted to rock, Amit Heri and his band belted out some great fusion music, and the grand finale was a performance by Sufi maestro, Syed Adil Husseini. The highlight of the Festival was Kingfisher beer, ensuring that the crowd truly had a Good Time, courtesy Kingfisher.



— **Viva Carnival! Viva Kingfisher!**



The much awaited Goa Carnival took place in the 1<sup>st</sup> week of February. The 'Darling of Goa' Kingfisher, grabbed yet another opportunity to showcase its strengths in this state by maintaining its high visibility and high impact communication that is Goa - centric.

Parades at Panjim, Madgaon and Vasco were tied up with Kingfisher, with Panjim having beer stations selling beer on the entire route of the parade. Panjim also saw the Kingfisher float which drew a huge response from the revelers. Similarly all the major carnival parties were sponsored by Kingfisher ensuring that revelers had enough to cheer about late into the nights, chanting Viva Carnival! Viva Kingfisher!

## **Sponsorship**



A Kingfisher-sponsored Toyota F1 car: "Fly Kingfisher"

Kingfisher Airlines is an official sponsor of the Panasonic Toyota F1 Team. Kingfisher Airlines has entered a 2 year agreement to be a sponsor of Toyota F1 beginning in 2007. The "Fly Kingfisher" logo appears on the sides of the Toyota F1 Car and on the driver's overalls and helmet.

## **SOME FUTURE STRATEGIES FOR KINGFISHER AIRLINES**

Market Penetration Strategy  
Market Development Strategy

Product Development  
Diversification

### **Market Penetration Strategy (1st Quarter)**

Encouraging existing Customer to buy more Showing benefits for using more (associating freebies/extra service/membership with primary offering).  
Try to look for foreign entrant's weakness (Virgin Atlantic is lacking in Indian values & tastes).

### **Product Development (2nd Quarter)**

Seek additional distribution channels (More tie ups & collaboration: Try seeking collaboration with international carriers, Bilateral discussions over seats and code-sharing between the carriers).  
New product development.

→ **MarketDevelopmentStrategy(3rdQuarter)**

Try to find out new customer group (Old-retired persons).  
Special offering for first time fliers.

→ **Diversification(4thQuarter)**

May go for other services like international flights etc. (concentric diversification).  
May go for arrangement fashion shows (horizontal diversification).  
May go for other things, which can lure the youth.

## **ComparativeAnalysisoflowcostAirlines**

Attributes	Kingfisher	Air Deccan	Jet Airways	Indian Airlines	Spice Jet
<b>Price</b>	25% lower than that of Jet & Sahara			25% higher than kingfisher airlines	
<b>Permission to fly to US</b>			It has		
<b>Permission to fly to UK</b>			It has		
<b>IPO</b>	Not yet	Going to float in Sept'06	Floated in		
<b>EMI</b>				It has	

<b>Scheme</b>					
<b>Targeted Customers</b>		Low end customers			
<b>Promoters</b>	UB Group (Dr. Vijay Mallya)	Captain G. R. Gopinath	Naresh Goyal		Malwood Group & Ajay Singh
<b>Positioning</b>	Fares lower than those of Jet, Sahara or Indian Airlines (refreshments).	Lowest fares & no frills.	Two-class, full-service airline that will further leverage its domestic and international reach.		Safe airline that flies state-of-the-art aircraft operating on time, and is low cost but not cheap.

### Comparison of Different Airlines

**Kingfisher Airlines**



**Air India**



**Indigo Airlines**



**Jet Airways**



**SpiceJet**



Product Rating:



Product Recommendation:







89%

33%

75%

78%

65%

✎ <b><u>Check-in Counter:</u></b>					
✎ <b><u>Flight Attendants:</u></b>					
✎ <b><u>SeatingSpace:</u></b>					
✎ <b><u>Punctuality:</u></b>					

## **Chapter–4**

### **Conclusion**

After doing a study of this project representing on Kingfisher Airlines, I have come to a conclusion that Kingfisher Airlines is one of the largest and most widespread airlines of the country providing its services not only in India as well as outside India also. It has alliance with many other airlines in this sector.

Kingfisher Airlines offers world class services to the customer at a nominal rate. The national carrier takes immense pride in having successfully played a pivotal role

in making various facets of India popular with the people of the world and acting as the country's cultural ambassador. The airline uses the services of one of the advanced plans been operated in the world.

To sum up I would like to say that Kingfisher Airlines is serving its customer in an appreciated way and going to be in the list of best services providers in coming years.

## **CHAPTER5**

### **Recommendation**

- In this extremely competitive environment suggestions are extreme importance. Kingfisher Airlines with rich Human Resource should look forward to such suggestion and reward individual whose suggestion were actually beneficial for the organization
- Kingfisher Airlines can introduce Late bird / Night bird flights between metros
- Kingfisher Airlines should schedule more number of flights to and from station like Delhi, Mumbai, Chennai, Collate, Bangalore as these sectors account for high payload

- Kingfisher Airlines needs to undertake aggressive Marketing
- Kingfisher Airlines should undertake customers satisfaction survey
- Kingfisher Airlines should make provisions to add up more financial benefits for its passenger
- Flight status should be made available through SMS
- New approaches should be identified and rewarded so that it serves as example for others

## **Chapter–6**

### **LIMITATIONS**

- The data could be gathered from secondary source thus any error in the information would have also got replicated in this report.
- As the data was gathered from the secondary sources, the validity of the data could not be tested.
- Time constraint was the major limitation faced by the researcher.



- Another problem was knowledge constraint and this report was an attempt to gather as much of relevant data as possible.
- Another constraint was the lack of information regarding proper route map by the organization due to which it could not be included in the project report.

However, every effort is made to ensure that these do not in any way adversely affect the results of the study and inject an element of objecting in the report.

## **Chapter–7**

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## **Chapter–8**

### **Annexure**

# Kingfisher picks OnAir for Web access on long-haul service

**Our Bureau**

*Bangalore, Sept. 5*

Kingfisher Airlines passengers on long-haul service will be able to use wireless communication facilities by next year when the company hopes to provide Web access in 2008 and Internet the following year.

The airline has chosen OnAir, a company owned by Airbus, which also provides communications and IT infrastructure, to provide a full range of passenger communication services.

Starting in 2008, Kingfisher Airlines' long-haul passengers will be able to use Webmail OnAir, Webchat OnAir fol-

lowed in 2009 by Internet and Mobile OnAir to access the Internet during flights, as well as send and receive emails and make and receive phone calls.

The OnAir service portfolio addresses passenger voice and data communications needs on both long- and short-haul flights, on commercial Airbus and Boeing aircraft, while focusing on passengers' needs, offering choice, and ensuring an economically viable business model for airlines.

OnAir is a member of the GSM Association and an Inmarsat Distribution Partner for SwiftBroadband services. OnAir services will initially be

installed on five new Airbus A330s and five new Airbus A340s with plans in place to install the system across its entire long range fleet.

Kingfisher Airlines will use its A330s on trans-India routes to Europe, while the A340s will service longer non-stop flights to the US. The airline hopes to fly international routes from next year.

Fees will be based on data download for Internet usage, and per flight for Webmail and instant messaging, and for Mobile OnAir the cost will be similar to international roaming rates, with passengers being billed by their operator on their regular bill.



Soon Kingfisher passengers will be able to enjoy web access on board. (File photo)

## Kingfisher joins hands with OnAir

TIMES NEWS NETWORK

**New Delhi:** Kingfisher is going full steam ahead preparing for its global flights. On Wednesday, it tied up with Airbus-owned OnAir for providing inflight mobile and internet service to passengers on the long haul planes. Beginning 2008, Kingfisher will provide webmail and chat facility to passengers on A-330s that are to be used on European and Asian routes and on A-340s that will fly nonstop to US.

From 2009, it will provide internet and mobile service — that will allow passengers to make and receive calls and send and receive e-mails — on these planes. OnAir will provide passenger communication services on 10 new long-haul planes to begin with. "Business travellers can stay in touch with their offices in flight also. Leisure travellers can stay in touch on their phones, check mails and chat via inflight entertainment system," said an airline official. The tie-up came at the ongoing Aircraft interiors Expo Asia in Hong Kong.

The fee will be based on data downloaded for internet usage and the cost of inflight mobile will be similar to international roaming rates, with passengers being billed by their operator in their regular bills.

While the technology for providing inflight mobile phone service is available, not many airline are opting for it for the fear of disturbance being caused to other passengers.

## **PRESS RELEASES**

### **ATR Delivers First Turboprop Aircraft with In-Flight Entertainment System and Light Emitting Diode**

04<sup>th</sup> January 2007



Kingfisher Airlines, India's fastest growing airline, and **ATR** today announced the delivery of the world's first turboprop aircraft facilitating In-flight entertainment system (IFE).

The aircraft is the sixth ATR 72-500 delivered to Kingfisher Airlines. All the **ATR** aircraft delivered to the airline will be equipped with this system. This aircraft is also the first turboprop to be equipped with Light Emitting Diode in the whole cabin.

Now the Indian air traveler flying between smaller cities connected by **Kingfisher Airlines'** **ATR** aircraft service can also enjoy unlimited in-flight entertainment. The new ATR aircraft being inducted into the fleet on 4th of January will have 17 LCD colour screens spread throughout the cabin. The TV screens operate on a drop down mechanism. No headphones or earphones are required since the audio comes through overhead speakers.

Added Mr. Hitesh Patel, Executive Vice President, Kingfisher Airlines Limited, "Kingfisher Airlines has several firsts to its credit since its inception. We have always believed in providing the best to our guests. Kingfisher Airlines connects several smaller cities across the country with its ATR72-500 aircraft fleet. The initiative of facilitating IFE onboard our **ATR** fleet has also been made possible due to our conviction as well as the technical prowess of both the Kingfisher Airlines team as well as that of **ATR**. It is a landmark achievement, and we are proud to be the owners of the first ever IFE equipped **ATR** aircraft in the world. Now guests flying the Good Times with Kingfisher Airlines on the ATR routes also will be able to enjoy fabulous IFE service."



The new IFE, proposed as an option both in ATR 42-500 and ATR 72-500, was certified last November and can be installed on new aircraft during production or also retrofitted on aircraft already delivered. The LED was certified in December and becomes standard in the new aircraft delivered by **ATR**. Responding to the airlines needs, **ATR** will offer the highest standards of quality and service to passengers according to the ATR principles of high comfort.