

## The Newsletter of Record for the Aviation Industry Since 1979

**ENTER AIR**, Poland ordered two more 737-8s, and optioned two, as part of settlement agreement with **BOEING** over MAX grounding. It now has two MAXs in storage, six on order for deferred delivery (expected to start around 2023), and two options.

**LUFTHANSA TECHNIK** ordered two A321LRs, which will be modified with multi-mission equipment (for troop transport and medevac configurations) for delivery to **GERMAN AIR FORCE** in 2022 under previously announced contract (SPNWS; July 10).

**EASYJET** sold five A321neos to Jin Shan 37 Ireland (BOCOMM Leasing) for leaseback, completing previously announced SLB program for 23 aircraft, generating total proceeds of £608m. It has now raised >£2.4b since start of the COVID-19 pandemic.

**VOLGA-DNEPR GROUP** sold (its first) new 777 Freighter (66625) to DAE, and leased it back for operation by **AIRBRIDGECARGO**.

**INDIGO**, India sold two GTF-powered A321-200neos (9298/9347) to SKY Leasing, and leased them back.

**CONDOR** leased ex-Thomas Cook A320-200 (2142) with CFM56s from AerCap.

**GALISTAIR MALTA** leased ex-Aigle Azur A320-200 (3136) with CFM56s from FTAI.

**NORDSTAR AIRLINES**, Russia leased ex-Norwegian/ex-Ryanair 737-800s (39444/34990) from Avolon.

**RED WINGS**, Russia leased ex-Qatar Airways A321-200 (2107) with V2500s from Castlelake.

**NYXAIR**, Estonia acquired two ex-Loganair Saab 2000s (013/039) for ACMI lease to **AIR LEAP**, Sweden.

**UNITED** purchased another ex-Southwest 737-700 (32660) from GECAS as part of overall deal for 19 (SPNWS; July 19, 2019).

**AIR LIBYA** purchased ex-Braathens Regional Avro RJ100 (E3255) from EJS. **AVALON AERO** is doing pre-delivery maintenance.

**ASI AERO**, FL acquired ex-Brussels Airlines A330-300 (082) for part out in the UK.

**EXECUTIVE JET SUPPORT**, UK purchased ex-Eurowings ATR 42-300QC (158) for part out by **PASCAN AVIATION**, Canada.

**AIRBALTIC** revised delivery schedule with Airbus for 28 A220-300s on order and is now due to complete order in early 2024.

**ALAFCO** reached agreement with Airbus to defer delivery of undisclosed number of 52 A320neo Family aircraft on order to match post-COVID demand, realigning future PDPs from 2020-2023 to 2024 and beyond; additional details were not disclosed.

**AVIATION CAPITAL GROUP** had \$103.7m net income in 1H20 (vs \$145m in 1H19) on 4.7% lower revenues.

**BOC AVIATION** had US\$323m net income in 1H20 (vs \$321m in 1H19) on 11% higher revenues; it has owned/managed/committed fleet of 571 aircraft and says all aircraft scheduled for delivery in 2020-2022 are now placed with airline customers.

**NORDIC AVIATION CAPITAL** earned US\$686m for year ended June 30 on 2% higher lease revenues vs a year ago, ending year with owned/managed/committed fleet of 561 aircraft. It says many customers had entered into short-term rental deferral agreements and/or were in arrears on their payment obligations; however, its cash collection rate on revenue was 77% for year.

**CALC** (China Aircraft Leasing Group Holdings) earned HK\$331.6m in 1H20 (vs HK\$312.4m in 1H19) on 2.4% lower revenues. It ended June with fleet of 137 (114 owned/23 managed) aircraft, of which about 33% were leased to non-Chinese carriers.

**AEROCENTURY** lost \$13.5m in 2Q20 (vs \$0.1m net loss in 2Q19) on 8% lower revenues as a result of rent concessions granted to one of its customers due to COVID-19 pandemic. It has 13 aircraft (six different types), of which 11 are now held for lease.

**BRITISH AIRWAYS** retired its first (27349) of last 31 747-400s (SPNWS; July 24); aircraft flew 13,364 flights/115,276.8 hours.

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# SpeedNews Commercial Aircraft & Engines Marketplace

COMPANY	COMMERCIAL AIRCRAFT FOR SALE OR LEASE	PHONE	E-MAIL	CONTACT
ALTAVAIR LTD	1- A319-100 (CFM56-5B6/P), DOM 1999, AVAILABLE OCTOBER 2020 6- A330-300 (TRENT 772-60/19), DOM 2009-2011, 8F/32C/191Y, FOR SALE OR LEASE 16- A330-200 (TRENT 772-60/16), DOM 2005-2014, 22C/240Y, FOR SALE OR LEASE 2- A330-200 (CF6-80E1A4B), DOM 2008, MSN 947/956, FOR SALE OR LEASE, AVAILABLE NOW 2- 737-800 (CFM56-7B26), DOM 2000, MSN 27985/28382, FOR SALE, AVAILABLE AUGUST/OCTOBER 2020	(44)20-7535-1602	<a href="mailto:clive.bowen@altavair.com">clive.bowen@altavair.com</a>	CLIVE BOWEN
DORIC	2- 777-300ER (GE90-115B), DOM 2009, MSN 35592/36158, FOR SALE OR LEASE, AVAILABLE 2021	(49)69 247559931	<a href="mailto:maurick.groeneveld@doric.com">maurick.groeneveld@doric.com</a>	MAURICK GROENEVELD
JET MIDWEST	1- 767-300ER (PW4056), DOM 1991, MSN 24953, AIRCRAFT AND/OR ENGINES FOR SALE OR LEASE	(1)913-706-2517	<a href="mailto:aircraft@jetmidwest.com">aircraft@jetmidwest.com</a>	MARIZA BROWNING
JETTRAN LCC	1- 757-200F (-535E4), MSN 24235, DOM 1988, FOR SALE OR LEASE, AVAILABLE MAY 2020	(1)210-269-3471	<a href="mailto:blowers@jettran.aero">blowers@jettran.aero</a>	NICK BLOWERS
KAHALA AVIATION	1- A319-100 (CFM56-5B5/P), MSN 2843, WHOLE AIRCRAFT OR AIRFRAME ONLY, FOR SALE/LEASE, AVAIL DEC 2020	(353)870677466	<a href="mailto:mgarland@kahalaaviation.com">mgarland@kahalaaviation.com</a>	MIKE GARLAND
PRESIDIO AIRCRAFT LEASING	2- A330-200 (CF6-80E1A3), DOM 2002/2005, MSN 472/700, 345Y, FOR ACMI LEASE, AVAILABLE NOW 1- A330-200 (CF6-80E1A3), MSN 871, DOM 2007, FOR ACMI/DRY LEASE, AVAILABLE NOW 1- A330-200 (PW4168A), MSN 970, DOM 2008, FOR LEASE, AVAILABLE NOW	(1)312-772-1613	<a href="mailto:shaire@aelfinc.com">shaire@aelfinc.com</a>	STEPHEN HAIRE
COMPANY	ENGINES FOR SALE OR LEASE	PHONE	E-MAIL	CONTACT
ALTAVAIR LTD	8- TRENT 772-60/16, ESN & ESPR/CSPPR TIMES AVAILABLE ON REQUEST, FOR SALE OR LEASE, AVAILABLE NOW 2- GE90-115BL1, ESN & ESPR/CSPPR TIMES AVAILABLE ON REQUEST, FOR SALE OR LEASE, AVAILABLE NOW 4- CFM56-7B26, ESN & ESPR/CSPPR TIMES AVAILABLE ON REQUEST, FOR SALE OR LEASE, AVAILABLE NOW 2- CFM56-5B6/P, ESN & ESPR/CSPPR TIMES AVAILABLE ON REQUEST, FOR SALE OR LEASE, AVAILABLE NOW 4- CF6-80E1A4B, FOR SALE/LEASE/EXCHANGE, AVAILABLE NOW	(44)20-7535-1602	<a href="mailto:clive.bowen@altavair.com">clive.bowen@altavair.com</a>	CLIVE BOWEN
ASI AERO	1- CFM56-7B24, ESN 890198, SERVICEABLE, FOR SALE OR LEASE, AVAILABLE NOW	(1)561-931-6650	<a href="mailto:daves@asiaero.com">daves@asiaero.com</a>	DAVID SILVERS
CROSS OCEAN PARTNERS	1- CFM56-7B26 / 1- CF6-80C2B5F / 1- V2524-A5: FOR SALE OR LEASE, AVAILABLE NOW	(353)874-586-347	<a href="mailto:tm@crossoceanpartners.com">tm@crossoceanpartners.com</a>	TIM MULLIGAN
FOUR CORNERS AVIATION	1- CF6-80C2B1F, FULL QEC, FOR SALE OR LEASE, AVAILABLE NOW 1- CFM56-7B QEC NEUTRAL KIT, SERVICEABLE, FOR SALE, AVAILABLE NOW	(31)6-5289-0484	<a href="mailto:twlinden@4caviation.com">twlinden@4caviation.com</a>	TOM VAN DER LINDEN
GEAS ENGINE LEASING	CF34-8C1/-8C5/-8E/-10E - CF6-80C2/-C2Bx/-80E - GE90 - GENX-1B - CFM56-3/5/7 AE3007 - RR TRENT 800 - P&W & RB211 PRODUCTS: AVAILABLE FOR SALE OR LEASE	(1)513-604-1210	<a href="mailto:engine.leasing@gecas.com">engine.leasing@gecas.com</a>	SHERRY RILEY
GLOBAL ENGINE MAINTENANCE, LLC	3- CFM56-3C1, AVAILABLE AUGUST/SEPTEMBER 2020	(1)305-717-0951	<a href="mailto:jamie.d@global-engine.com">jamie.d@global-engine.com</a>	JAMIE DEVIN
GRYPHON AVIATION LEASING	2- CFM56-7B26, ESN 889376/889377, SERVICEABLE, FOR SALE/LEASE/EXCHANGE, AVAILABLE NOW 1- CFM56-5B3/3, ESN 697576, SERVICEABLE, FOR SALE/LEASE/EXCHANGE, AVAILABLE NOW	(1)786-468-6789	<a href="mailto:peter@gryphonleasing.com">peter@gryphonleasing.com</a>	PETER CURBELO
SKY LEASING	1- PW4060-3, SERVICEABLE, FOR LEASE	(1)415-860-9390	<a href="mailto:twiley@skyleasing.com">twiley@skyleasing.com</a>	TRAVIS WILEY
WILLIS LEASE	GENx / LEAP / CFM56 / IAE / GE / P&W ENGINES AND APUS FOR LEASE, PLUS ENGINE STANDS	(1)415-408-4742	<a href="mailto:leasing@willislease.com">leasing@willislease.com</a>	JENNIFER MERRIAM
COMPANY	AIRCRAFT/ENGINES WANTED	PHONE	E-MAIL/WEB ADDRESS	CONTACT
NORTHERN AVIATION SERVICES	SEEKING 767-300F AIRCRAFT & CF6-80C2B6 ENGINES OR NORTHERN AIR CARGO OPERATIONS SEEKING 737-300F/400F AIRCRAFT & CFM56-3C1 ENGINES OR NORTHERN AIR CARGO & ALOHA AIR CARGO OPS		<a href="mailto:solson@naservices.aero">solson@naservices.aero</a>	SCOTT OLSON
COMPANY	ENGINE STANDS AVAILABLE	PHONE	E-MAIL/WEB ADDRESS	CONTACT
NATIONAL AERO STANDS	ENGINE/TRANSPORT STANDS FOR LEASE: GE90, TRENT 700/800/1000, CF6-80, RB211-535, CFM56-3/-5/-7, LEAP-1A/B, V2500, PW1100, PW2000, PW4000 & CF34, PLUS 800 ROS. BOOTSTRAP KITS FOR CFM56-3/-7, TRENT 1000, CF6-80 & RB211-535	(1)305-558-8973	<a href="mailto:support@stands.aero">support@stands.aero</a>	ALLEN JONES



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**ROLLS-ROYCE** plans mid-2021 to close its 1,000-acre Crosspointe engine component manufacturing facility in Prince George, VA; facility supports Trent 1000 and Pearl 15/700 programs and includes capabilities for producing discs, blades and vanes.

**MOLLENHOUR GROSS** has acquired **ADPma**, TN (aerospace OEM and PMA aftermarket parts and components).

**THE AIRLINE MONITOR** is forecasting delivery of 11,334 CFM-powered commercial aircraft over next 10 years (2020-2029); 5,912 aircraft will be delivered with Pratt & Whitney engines, 2,261 with GE engines, and 2,255 with Rolls-Royce engines.

**ADVENTURE AVIATION**, GA and **CRUCIAL MRO**, MO formed alliance to market/supply CRJ components (initially) harvested from three CRJ200s recently dismantled by Adventure; parts are offered for exchange+cost, flat rate exchange or outright sale.

**ACUMEN**, Ireland launched Static Aircraft Management (SAM) initiative, including CAMO/records management, for aircraft in short-/long-term storage and has partnered with **AIRWORKS** to provide a tailored parking and storage solution across India.

**PIEDMONT PROPULSION SYSTEMS** and **MALAYSIA AIRLINES** signed MOU to form joint venture to provide ATR/Dash 8 propeller maintenance for Firefly/MASwings and third parties; airline will manage supply chain of OEM replacement parts.

**AERONAUTICAL ENGINEERS** was selected by Nauru Airlines to convert a second 737-300 (25607) to 10-pallet position freighter (to carry main deck payload of up to 42,900 lb) in 1H21; mod work will be performed by **COMMERCIAL JET** in Miami.

**BOEING** inducted 20th US Navy F/A-18 Super Hornet into Service Life Modification (SLM) program that extends aircraft life from 6,000 to 7,500 flight hours; future mod plans in 2022 will increase life to 10,000 hours and incorporate Block III capabilities.

**DIEHL AVIATION** was approved by Boeing to offer aircraft cabin interiors and aircraft systems products as BFE options.

**CTT SYSTEMS** announced that it has put development of its Anti-Fuselage-Condensation system for line-fit on A320 Family on hold after Airbus removed the DAGS (Dry Air Generation System) Moisture Control System as option on the A321XLR.

**ST ENGINEERING** reports Aerospace segment earned S\$105m in 1H20 (vs S\$127m in 1H19) on 1% higher revenues; excluding **MRAS**, revenues were down 17% due to lower volume of work and reduced MRO activities, partly offset by government support.

**TRIUMPH GROUP** launched series of strategic refinancing transactions, including closing of previously announced offering of \$700m in senior secured first lien notes (that raised \$688.5m in net proceeds) to repay/retire its revolving credit facility.

**FACC**, Austria lost €49.8m in 2Q20 (vs €0.3m net profit in 2Q19) on 48.1% lower revenues. It says its capacity utilization, which dropped to 50% due to COVID-19, is expected to rise again to 70% in September with market returning to 2019 levels in 2022.

## BUSINESS & GENERAL AVIATION NEWS

**AERION** secured multi-million-dollar investment from **SPACE FLORIDA** to accelerate hiring of employees and construction of Aerion Park in Melbourne, FL to house its headquarters and aerospace suppliers within the supersonic technology ecosystem.

**HELI-TRADING NETWORK** (Salus Aviation Group), NV was selected by Air Methods to provide fleet management services, including assessment, refurbishment and divestment, for its legacy aircraft and inventory to help reduce maintenance costs.

**HONEYWELL** received FAA certification for its first flight-critical engine component produced via 3D printing; part (#4/5 bearing) is installed on ATF3-6 for French Navy's Falcon 20G. It is working with FAA on additional additive-manufactured parts.

**CONSTANT AVIATION** has Transport Canada approval to upgrade Challenger 604s with **COLLINS** Pro Line Fusion avionics.

**DUNCAN AVIATION** has FAA STC to install **AVIATION CLEAN AIR** ionization system on Global business jets.

**GULFSTREAM AEROSPACE** has FAA approval to install **VIASAT** high-speed, dual internet system on G650/G650ER.

**GARMIN INTERNATIONAL** received FAA certification for the G1000 NXi upgrade for G1000-equipped Meridian aircraft.

**PRO STAR AVIATION** was selected by Elliott Technologies as distributor for Prizm cabin lighting for large business jets.

**AERY AVIATION**, VA completed ground/flight testing of modified GIV with special mission equipment, and now plans series of secondary flights for USAF; it provides system integration, airframe mods, flight operations, and maintenance and logistics.



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**SAS** received EC approval for SEK11b recapitalization package from **DENMARK** (SEK6b) and **SWEDEN** (SEK5b).

**NORWEGIAN** was rejected by The Swedish National Debt Office for its loan-guarantee application to receive financial aid.

**SOUTHWEST** now estimates year-over-year capacity drop of 30-35% in 3Q20 (vs earlier estimate of 20-30%) as improving booking trends stalled in early July and remained depressed for the remainder of the month, due to the rise in COVID-19 cases.

**QANTAS GROUP** posted A\$2b net loss for year ended June 30 (vs A\$840m profit a year ago) on 20.6% lower revenues, and ended year with A\$4.5b in available liquidity. It says its international network is unlikely to restart before July 2021.

**TURKISH AIRLINES** lost US\$654m in 1H20 (vs US\$203m loss in 1H19) on 42% lower revenues.

**LATAM AIRLINES GROUP** lost US\$890m in 2Q20 (vs US\$62.8m net loss in 2Q19) on 76% lower revenues, and ended quarter with US\$1.4b in cash and cash equivalents and US\$6.8b of debt. It lost US\$3b in 1H20 vs US\$122.9m net loss in 1H19.

**AEROMEXICO** obtained commitments for US\$1b senior secured multi-tranche DIP term loan facility with funds managed by affiliates of Apollo Global Management (APO) to maintain adequate liquidity to complete its Chapter 11 restructuring process.

**COMPASS AIRLINES** and **BREEZE AVIATION GROUP** withdrew their joint application with US DOT for transfer of certificate authority after Sun Country objected (SPNWS; July 17). Breeze is now expected to launch in 2021 out of Minneapolis with E190s.

**SOUTHWEST AIRLINES** decided not to take \$2.8b loan from US Treasury under CARES Act as it has successfully bolstered liquidity (it has raised \$18.7b since beginning of 2020) and believes it can secure additional financing on favorable terms.

**WIZZ AIR UK** is establishing a third base at London Gatwick with one A321-200 and plans October 22 to launch service from Gatwick to Athens, Naples, Lanzarote (Spain) and Malta. It will now be serving 119 routes to 69 destinations from 11 UK airports.

**EASYJET** plans August 31 to close bases at London Stansted, London Southend and Newcastle, leaving it with eight UK bases.

**QATAR AIRWAYS** says it has rebuilt its network to >550 weekly flights to >85 destinations across six continents.

## LATAM Airlines Group S.A. Consolidated Fleet

	Operating leases on balance under IFRS16	As of June 30, 2020 Aircraft on Property, Plant & Equipment	Total
<b>Passenger Aircraft</b>			
Airbus A319-100	9	37	46
Airbus A320-200	42	90	132
Airbus A320- Neo	6	7	13
Airbus A321-200	19	19	38
Airbus A350-900	7	3	10
Boeing 767-300	1	28	29
Boeing 777-300 ER	6	4	10
Boeing 787-8	4	6	10
Boeing 787-9	10	2	12
<b>TOTAL</b>	<b>104</b>	<b>196</b>	<b>300</b>
<b>Cargo Aircraft</b>			
Boeing 767-300F	1	10	11
<b>TOTAL</b>	<b>1</b>	<b>10</b>	<b>11</b>
<b>TOTAL OPERATING FLEET</b>	<b>105</b>	<b>206</b>	<b>311</b>
<b>Subleases</b>			
Airbus A320-200	-	5	5
Airbus A350-900	-	1	1
Boeing 767-300F	-	1	1
<b>TOTAL SUBLEASES</b>	<b>-</b>	<b>7</b>	<b>7</b>
<b>TOTAL FLEET</b>	<b>105</b>	<b>213</b>	<b>318</b>

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**BOEING** is offering a second round of voluntary layoff (VLO) opportunities.

**GO2SKY**, Slovakia is shutting down in September due to COVID-19.

**AERO PRECISION/KELLSTROM DEFENSE** adopted **ALLCLEAR** as new name.

**DLR**, Germany and **MTU AERO ENGINES** signed MOU to develop hydrogen-powered fuel cell propulsion system using a Dornier 228 as flight demonstrator.

**NUST MISIS**, Russia has developed method for reinforcing nanofibers in silicon carbide to increase its fracture toughness by 1.5 times to expand its application as a structural and refractory material for aircraft construction.

**METAL FINISHING TECHNOLOGIES**, CT received Nadcap accreditation for its nickel sulfamate plating processes for aerospace and defense industries.

**AIRBORNE TRAINING SERVICES**, OH was formed by ATSG to provide 757/767 and 777 pilot training using flight simulators provided by Avenger Flight Group.

**SATAIR** (Airbus) was selected by Aviation Clean Air (ACA) as a distributor of its patented air ionization and purification system for all aircraft types.

**THC**, Saudi Arabia ordered 10 Airbus A125s for scenic tourism and aerial work.

**AIRBALTIC** carried 151,529 pax in July 2020, up 251% from 60,409 in June 2020.

**US DOT** says US scheduled passenger airlines employed 410,594 full-time equivalent (FTE) workers in June 2020, down 8.7% vs June 2019.

**LUFTHANSA GROUP** reached agreement with Vereinigung Cockpit on short-term crisis measures through end 2020; measures apply to pilots of Lufthansa, Lufthansa Cargo, Lufthansa Aviation Training and (some) Germanwings.

**LONDON HEATHROW** handled 867k pax in July, down 88.8% vs July 2019.

**FRANKFURT AIRPORT** handled 1.3m pax in July, down 80.9% vs July 2019.

**AIR BP** and **NESTE** signed agreement to offer increased volumes of sustainable aviation fuel to airport customers in Europe.

**GERMAN ARMED FORCES** took delivery of its first (416) of three A350-900s from Lufthansa Technik following installation of transitional cabin for operation during development work/manufacturing of fully-fledged government cabin (SPNWS; May 8).

**AIRBUS VENTURES**, CA has secured investment commitments from Development Bank of Japan (DBJ), Mitsubishi UFJ Lease and Fuyo General Lease Co. (FGL) for its venture capital fund to invest in early-to-growth-stage technical startups.

**CAPA** launched an interiors database that provides data on seat models, dimensions and manufacturers, IFE and inflight connectivity (IFC) for specific commercial aircraft; it says 90% of pax seat market is shared by **COLLINS AEROSPACE**, **SAFRAN SEATS** and **RECARO AIRCRAFT SEATING**, and **PANASONIC AVIONICS** owns estimated 72% of IFE market for widebody fleet.

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**AVIATION WEEK**  
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## Who'sNews

**Jim Barber**, **Raynard Benvenuti**, **Kevin Gould** and **Elder Granger** joined the Advisory Board of **Alderman & Company**.

**Nadav Kessler** to Vice President of Sales & Business Development of **Asian Sky Group**, Hong Kong.

**Jeffrey C. Lowe** to Chief Executive Officer of **Asian Sky Group**, Hong Kong.

**Seán O'Connell** to Marketing Director-EMEA of **WNG Capital**, Dublin.

**Kelly Romano** to an Operating Partner of **AE Industrial Partners**, Boca Raton, FL.

**Thomas Romig** to Director-Safety, Operations and Technical Affairs of **Airports Council International (ACI) World**, Montreal.

**D. Darwin Stout** to Vice President of Sales of **Bluetail**, Phoenix, AZ.

**Alex Thurmond** to Managing Director of **Airborne Training Services**, Wilmington, OH.

**Shawn Trogdon** to Chief Executive Officer of **Wencor Group**, Atlanta; **Chris Curtis** is retiring.

SpeedNews<sup>7</sup>

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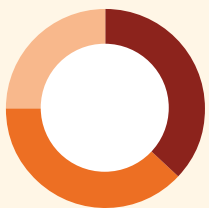
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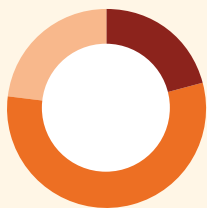
Delegates will gain a full understanding of the latest trends, challenges and forecasts in the aerospace manufacturing industry, and be provided with insider knowledge and examples of products that can have a direct impact on their own operations and improve their productivity and profitability.

### WHICH FORMAT IS BETTER FOR...

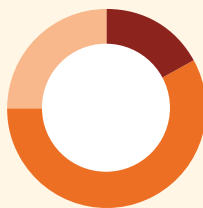
A better return on time invested



Learning about specific topics



Learning about trends in the industry



● VIRTUAL ● PHYSICAL ● EQUAL

Source: Informa Customer Research – Digital Events

### Topics focus on key components driving the industry:

- ➔ The future of aerospace manufacturing and our new normal
- ➔ Operations: Systems integration and agile manufacturing
- ➔ Next-gen Aerospace: Where and how to place bets for 2025 and beyond
- ➔ Additive manufacturing in aerospace from a strategic business perspective
- ➔ How can companies pivot from the personnel strategies of the past to this new decade?

### Who benefits from attending?

- ➔ Equipment OEMs, sub-tier manufacturers, material and parts suppliers
- ➔ Supply chain executives and senior decision makers
- ➔ Strategic planning, marketing executives and business development leaders
- ➔ Executives in production, operations, research & development, technology and engineering

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