Appendix-1

QUESTIONNIARE
QUESTIONNIARE

QUESTIONNIARE OF THE COMMUNICATION SURVEY CONDUCTED IN HINDUSTAN AERONAUTICS LIMITED (HAL), THROUGH CORPORATE COMMUNICATION DEPT, TO ASSESS THE IMPACT OF CORPORATE COMMUNICATION ON INTERNAL PUBLIC.

The Communication Survey is an effort to measure the impact of various initiatives launched by Corporate Communications in HAL. Your responses will be treated as strictly confidential and you are requested to answer all questions to make the Survey findings accurate. Your participation is pivotal for the Survey’s findings.

IMPORTANT NOTE: Please put a tick mark (√), if you are filling the questionnaire manually, or copy the tick mark symbol and paste it in the brackets appropriately, if you are filling the questionnaire electronically.

SECTION A: GENERAL INFORMATION

<table>
<thead>
<tr>
<th>Name: (Optional)</th>
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<tbody>
<tr>
<td>A) Age Group:</td>
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<td>1) 20-30 ( )</td>
<td>2) 31-40 ( )</td>
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<td>3) 41-50 ( )</td>
<td>4) 51-60 ( )</td>
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<td>B) Gender:</td>
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<td>1) Male ( )</td>
<td>2) Female ( )</td>
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<td>C) Education:</td>
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<td>1) Under-Graduate ( )</td>
<td>2) Graduate ( )</td>
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<td>D) Position in HAL:</td>
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<td>1) Scale: ..................</td>
<td>2) Grade: ..................</td>
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<td>E) Your Location in HAL</td>
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<tr>
<td>1) Bangalore ( )</td>
<td>2) Outside Bangalore ( )</td>
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SECTION B: EXTERNAL COMMUNICATION (EC)

EC 1. Are you aware of the existence of Corporate Communications Department in HAL?

1) Yes ( )  2) No ( )

EC 2. Are you aware that the Corporate Management has initiated several proactive measures with regard to internal and external communication?

1) Yes ( )  2) No ( )

EC 3. Do you agree that the visibility of HAL has increased due to initiatives like hoardings, advertisements and news reports in the print and electronic media?

1) Yes ( )  2) No ( )  3) Cannot say ( )

EC 4. Do you agree that these media initiatives have led to a greater awareness about HAL in the minds of the general public?

1) Yes ( )  2) No ( )  3) Cannot say ( )

EC 5. Do you agree that the increased visibility in the media has led to a positive impression about HAL in the minds of the general public?

1) Yes ( )  2) No ( )  3) Cannot say ( )

EC 6. Do you agree that the media initiative has strengthened the brand image of HAL?

1) Yes ( )  2) No ( )  3) Cannot say ( )

EC 7. Do you believe that a sustained media campaign will lead to increase in business and consequently better work conditions in the form of higher compensation and perks?

1) Yes ( )  2) No ( )  3) Cannot say ( )

EC 8. In addition to the internal newspaper *Minsk Square Matters*, do you also depend on newspapers and television for news on HAL?

1) Yes ( )  2) No ( )
EC 9. From where do you first get information about major developments or news concerning HAL?

1) Newspapers and electronic media (    )
2) Internal Newspaper-Minsk Square Matters (MSM) (    )
3) From superiors or colleagues (    )

EC 10. Do you think HAL should evolve a mechanism like intranet to communicate news about the organisation to the employees on a daily basis?

1) Yes (    ) 2) No (    )

EC 11. Do feel a sense of pride when you see positive reports about HAL in the media?

1) Yes (    ) 2) No (    ) 3) Cannot say (    )

EC 12. Have you felt perturbed when negative reports about HAL have appeared in the media?

1) Yes (    ) 2) No (    ) 3) Cannot say (    )

EC 13. Has the increased visibility of HAL in the media improved your standing in the eyes of your family, friends and social circle?

1) Yes (    ) 2) No (    ) 3) Cannot say (    )

EC 14. Do you agree that it is important for HAL to project its activities in an insightful and systematic manner from time to time to the general public?

1) Yes (    ) 2) No (    ) 3) Cannot say (    )

EC 15. How do you rate the image of HAL as compared to other public sector undertakings (PSU) in India? Please tick one.

1) HAL’s image is better than other PSUs (    )
2) HAL’s image is on par with other PSUs (    )
3) HAL’s image is not on par with other PSUs (    )
4) Cannot say (    )
EC 16. How do you rate the image of HAL as compared to private sector units?

1) HAL’s image is better than other private sector units (    )
2) HAL’s image is on par with private sector units (    )
3) HAL’s image is poor compared to private sector units (    )
4) Cannot say (    )

EC 17. How would you rate the role played by the Corporate Communications Department in ensuring favourable media coverage for HAL?

1) Excellent (    )
2) Good (    )
3) Average (    )
4) Below Average (    )
5) Poor (    )

EC 18. Do you think the present level visibility of HAL in the media is well balanced?

1) Yes, HAL has the right level of media presence (    )
2) I feel the media presence should be scaled up (    )
3) The media presence is high, it needs to be toned down (    )

EC 19. HAL’s media plan is mainly confined to the print and electronic media. Do you think the organisation should increase its presence in the digital media (internet) too?

1) Yes (    ) 2) No (    ) 3) Cannot say (    )

SECTION C: INTERNAL COMMUNICATION-I (IC) MINSK SQUARE MATTERS (MSM)

IC 1. Are you aware of HAL’s newspaper - Minsk Square Matters (MSM)?

1) Yes (    ) 2) No (    )

IC 2. Do you regularly receive MSM?

1) Yes (    ) 2) No (    )
IC 3. How regularly do you read MSM?
1) Regularly ( ) 2) Occasionally ( ) 3) Never ( )

IC 4. Do you miss reading MSM if the issue is delayed?
1) Yes ( ) 2) No ( )

IC 5. How do you rate MSM? Please tick one
1) Excellent ( )
2) Good ( )
3) Average ( )
4) Below Average ( )
5) Poor ( )

IC 6. In what medium do you prefer to read MSM?
1) Printed ( ) 2) Soft Copy ( ) 3) Both ( )

IC 7. Which campaign in MSM had the most impact on you? Please tick one.
1) Fund-raising for Prithviraj (Bangalore) ( )
2) Fund-raising for Suresh Chand family (Kanpur) ( )
3) Breaking Hierarchy ( )
4) Straight-Talk with Directors ( )
5) Stories on employee achievements ( )
6) Reports on Company’s achievements ( )

IC 8. Do you think MSM has always maintained balanced reporting?
1) Yes ( ) 2) No ( ) 3) Cannot say ( )

IC 9. How would you rate the credibility of reports carried in MSM?
1) Excellent ( )
2) Good ( )
3) Average ( )
4) Below Average ( )
5) Poor ( )
IC 10. Do you think MSM has kept you informed about all the happenings at HAL?

1) Yes ( ) 2) No ( )

IC 11. Do you agree with MSM’s catch-line Journalism of Purpose?

1) Yes ( ) 2) No ( ) 3) Cannot say ( )

IC 12. According to you, what makes MSM popular? Please tick one

1) Clarity of content ( )
2) Innovation in reporting ( )
3) Accuracy of facts ( )
4) Equality in representation ( )
5) Human-interest reports ( )
6) Educating the workforce ( )
7) Eye-catching design ( )

IC 13. Given below are some of the popular initiatives undertaken by MSM. Please indicate which initiative had the maximum impact on you. Please tick one

1) Smile Contest ( )
2) Cartoon strip ( )
3) Mins No Words ( )
4) Online opinion poll ( )
5) Essay Contest ( )

IC 14. Do you take MSM issues home to show them to your family?

1) Yes ( ) 2) No ( )

INTERNAL COMMUNICATION-II (IC) THE PLANE Magazine (PM)

PM 1. Are you aware of the existence of The Plane magazine, HAL’s official mouthpiece?

1) Yes ( ) 2) No ( )

PM 2. Do you regularly receive The Plane?

1) Yes ( ) 2) No ( )
PM 3. How regularly do you read The Plane?

1) Regularly ( )
2) Occasionally ( )
3) Never ( )

PM 4. Do you miss reading The Plane if the issue is delayed?

1) Yes ( )
2) No ( )

PM 5. How do you rate The Plane?

1) Excellent ( )
2) Good ( )
3) Average ( )
4) Below Average ( )
5) Poor ( )

PM 6. Do you think The Plane has always maintained balanced reporting?

1) Yes ( )
2) No ( )

PM 7. How would you rate the credibility of reports carried in The Plane?

1) Excellent ( )
2) Good ( )
3) Average ( )
4) Below Average ( )
5) Poor ( )

PM 8. Do you think The Plane has kept you informed about all the happenings at HAL?

1) Yes ( )
2) No ( )

PM 9. Do you take issues of The Plane home to show them to your family?

1) Yes ( )
2) No ( )

PM 10. Do you agree that The Plane can be compared to the best among publications in the industry?

1) Yes ( )
2) No ( )
3) Cannot say ( )
PM 11. Do you agree that The Plane has helped in enhancing the image of HAL globally?

1) Yes ( ) 2) No ( ) 3) Cannot say ( )

PM 12. What makes The Plane most attractive? Please tick one.

1) Design ( )
2) Content ( )
3) Photographs ( )
4) Editing ( )

PM 13. Do you think the technical content in The Plane can be useful for career growth?

1) Yes ( ) 2) No ( ) 3) Cannot say ( )

PM 14. Are you aware that when an employee is featured in The Plane, he uses it as a reference during interviews for promotions?

1) Yes ( ) 2) No ( )

OPEN-ENDED QUESTIONS (OE)

OE-1. What role did MSM play in improving internal communication? What more needs to be done to make it increase its impact?

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OE-2. What role did The Plane play in enhancing your career graph?

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0E-3. Have Corporate Communication initiatives helped ring in a sense of bonding among the employees? Explain.

0E-4. Have the communication campaigns bridged the gap between employees and management? Are you better informed now? Explain.
Appendix-2

HAL PUBLICATIONS

(Extracts from The Plane & Minsk Square Matters)
HAL @ air shows

Basking in the limelight

By Balsekar M

India is emerging as the second fastest growing aviation market in the world after China, among the most prominent countries. In the next two decades, emerging markets will represent a major source of demand for:

- Commercial aircraft — a global purchase of over 3,500 planes
- Helicopters — estimated to be around 15,000 helicopters, of which 70% will constitute the civil version and the balance, the military version.
Aviation scene in India

With the ongoing modernization plans of the Armed Forces, India's aviation sector has opened up for foreign direct investments. Growing financial and technological strength and new opportunities in the civil aviation sector have opened new avenues for investment in the country. Thanks to factors like high-profile engineers, low cost, best business practices, technology and software skills, India is today poised to become a key hub for global players.

Aerospace is now on India's radar, and the country's software majors have identified aerospace as the next big business opportunity.

The estimated market size of aerospace technology outsourcing in India is likely to reach USD 1 billion in 2009, and by 2025, India's aerospace engineering market could go up by USD 3 billion according to idha (Himalayan Analysis). Airlines are tying up with manufacturers for MRO opportunities in India, which so far were not much explored. HAL expects sufficient business opportunities in MRO with around 25 to 30 aircraft being serviced during the initial years of operation.

Aerospace provides a platform for world aerospace industries:
- By enhancing scope to promote its products and services, including commercial or transport, space, defense and security, equipment and general aviation.
- To organize aviation and conferences for an insight into emerging technologies.
- To formulate strategies of aircraft manufacturers, leasing airlines through commercial aircraft forums.
- To explore business opportunities through B2B meetings.

HAL at air shows

In consonance with HAL's aspiration to become a global aviation player, its visibility in the global market has been enhanced in the last decade through participation in various international aerospace exhibitions.

In order to promote export of its products and services to the global market, HAL has been participating in international air shows. The scope of HAL's participation and the display of its capabilities have been greatly increased, projecting HAL's thrust on indigenous design and development. Some international air shows in which HAL has participated in the last two years are:

- ILA Berlin 2006, Berlin
- Farnborough 2006, UK
- AND 2006, South Africa

HAL's participation in the above air shows alone individually or as a part of the India Pavilion under the banner of the Ministry of Defence (MOD) has been a breakthrough in terms of visibility in the regions where a potential market exists.

Participation has also enabled HAL to explore opportunities for co-operation in design, production, sourcing, joint ventures, business development, etc.

HAL has been utilizing these platforms for promoting its indigenous products like Dhruv (Advanced Light Helicopter) and Harrier jet Trainer, in a big way. Capabilities of the aircraft are being demonstrated through static and flying displays. Live demonstration of the capabilities of Dhruv at the Singapore Air Show, at Air Show in Dubai, ILA Berlin, Farnborough Air Show and Cranfield Air Show has drawn major attention and created keen interest among various civil and military operators.

In view of Dhruv's versatility and wide spectrum of operational capability, HAL's major thrust is on promoting this star product. HAL has been deploying the Dhruv helicopter in many of the leading air shows, including the recently-concluded Berlin and Olavion Air Shows.

Significantly, theIst. team of the Indian Air Force (IAF), which uses Dhruv helicopters for air-to-air refueling, displayed the best performance awards at the ILA Berlin Show.

The participation in air shows has now started yielding results in terms of greater visibility, customer enquiries on the sourcing possibilities, etc. There is no denying that HAL would stand to gain immensely in terms of revenue, exposure to new technologies, and acquisition of skills, including opportunities from the offset clause forming part of the Defense Ministry's contracts for aircraft, helicopters and hardware.

Millionaires

- Several countries like Bolivia, Mauritius, Indonesia, Peru, UAE, Jordan, Switzerland, and Cameroon have expressed interest in Dhruv after its impressive performance during the flying display in the air shows.
- There are increased prospects for supply of ALH, especially in BMR & VIP roles, to Middle-East countries. These are being explored through the support of Action Aeronautique who have a presence in 34 countries.
- Identification of HAL's strengths by global aviation majors in terms of its capabilities and facilities.

Resulting in

- Long-term Purchase Agreement (LTPA) signed with Pratt & Whitney, Canada, for supply of engine components (compressor & turbine modules).
- The committee of contracts in Ecuador signed an LTPA with HAL for the purchase of 7 helicopters configured to meet the requirements of the Ecuadorian Air Force against significant competition.
- A Turkish-based operator is in the process of finalizing the contract with HAL for ALHs in 15 turboshaft role.
- Formation of strategic alliances and partnership with domestic and foreign companies.
- Order from Edib, Israel, for supply of airframes for Dassault mini-VLM. This marks the entry of IAF in the new business segment of UAVs which has significant potential for future growth.
- Agreement to proceed for supply of ALPussage for C-130J corporate aircraft.
Discussions under progress to develop domestic capability for manufacture of modern ejection seats with Martin-Bauer — the leading international manufacturer of ejection seats.

Modularies and road-maps for sourcing of major work packages are under consideration by Boeing. Boeing has indicated that it would like to source in a major way from HAL, giving the company a scope of critical obligations by regular interactions on Lean and Quality processes.

High visibility for HAL to secure orders from BAE Systems.

Outcome of business interactions with leading aviation companies like RAE (including Airbus, Eurocopter, Safran and Thales) were quite positive and encouraging. Discussions centered around long-term strategic relations in terms of mutual skills and technologies.

Signing of contract with RUAG — Germany for supply of main structural components for their newly launched D6-222.2 4th Generation aircraft, strengthening the strategic alliance between the two companies.

Media coverage

Close interactions with leading international aviation journalists and media experts have enabled HAL's participation in various international air shows to reinforce the image of HAL as a major aerospace industry.

HAL & Aero India

HAL participates in a major way in Aero India organized by the Department of Defence Production, MoD and host of Air Force Station, Yelahanka, HAL has been participating in this show since its first edition in 1996. Aero India has gained worldwide recognition in a short span, reinforcing the Government's initiatives to promote Defence-industry partnership, and has developed network of leading avionics worldwide to showcase avionics, space and defence technology. HAL has been gradually increasing its scale of participation and display of aircraft and helicopters in this show.

Participation in Aero India 2009, the seventh edition of the biennial event will enable HAL to interact with a large number of aircraft manufacturers being visited by the Union of Defence, leaders of international aerospace industries, as well as domestic and international customers, opening up avenues for new business opportunities. HAL will showcase its R&D capabilities, current and new projects like ALH, LCH, LCA and various other projects. The opportunity would also be utilized for interactions/discussions on current programmes with major customers and CEOs.

The thematic display of HAL's capabilities would cover:

- C & D programmes
- F/A-18 structures & sub-assemblies
- Manufacturing capabilities
- Combat & Trainer aircraft manufacture, upgrade & services
- Aircraft Engine capabilities
- Integrated Aircraft Design services

The above themes would be displayed through indoor exhibits in HAL's stall and supplemented through static and flying display of aircraft designed, manufactured, and operated by HAL. HAL will also coordinate detailed media coverage, to provide necessary exposure to its new projects and image projects.

The lead author is CM (Marketing)

New aerospace gizmos

Smart genies in the cockpit

By Meenaka Viswanathan

It took thousands of years before technology was sophisticated enough to develop a successful powered aircraft. Yet less than 100 years later, aircraft by many times faster than the speed of sound, and spacecraft that can travel to other planets in the solar system, and beyond. Thanks to aerospace engineering, all of this could happen within our lifetime.

Aerospace engineering and technology are probably the most specialized and yet the most diversified field there are. A few of the cutting edge technologies that have been developed in recent years are explained here:

Autopilot

Autopilots are sophisticated systems that perform the same duties as a highly trained pilot. They make flying easier, safer and more accurate.
Sahi to global partners:
Let's say HALlo as equals

By Lahori Raj

New Delhi, Nov 12: Foreign partnerships have led to accelerated technology assimilation at HAL and reduced the gap in aviation technology between India and other countries. Simultaneously, they have shortened acquisition time for HAL’s major customers — the Indian Air Force, Army and Navy — Mr Sanjeev Sahi, Director Personnel, HAL, told an impressive audience here on Oct 26.

In his presentation — Public Sector Perspective on Foreign India Partnerships at the 2nd International Conference on Energising Indian Aerospace Industry, Mr Sahi however said that an evaluation of the present foreign partnerships exposes certain pitfalls — limited technology transfer, unanticipated escalation in prices, poor obsolescence management, support and government restrictions, among others.

He said that those had led to repeated and unrestricted negotiations and repudiating of HAL’s commitment to its customers.

Despite being the largest defence public sector undertaking and at the same time being cost-effective and technically capable, HAL is finding that pursuing partnerships is difficult as it is not authorized to offer its established infrastructure to non-Indian operators.

"Partnership is the norm in the present aviation scenario and HAL is all set to forge strong partnerships based on equal and respected arrangements, risk-sharing, and to meet emerging global demands," Mr Sahi told a captivated audience.

He emphasized that partnerships in future had to be based on an equal footing and must ensure maximum customer satisfaction — both Indian and global — and not attract undue end-user agreements. While abroad there have been many successful partnerships among companies similar to HAL, such success can be replicated in India, he added.

HAL’s heart lies in the shop floor: Kalam

By Anandrao Kulkarni

New Delhi, Nov 12: The heart of HAL lies in the shop floor! Ahal Square Matters must ensure that the success stories of those roiling hard, day in and day out in the factories, are published regularly, former President Dr A.P.J. Abdul Kalam told an inimitable audience when the Corporate Communications Team called on him at his New Delhi residence recently.

Impressed with the content and packaging of MSM, Dr Kalam expressed a desire to start a similar newspaper filled with success stories of Indians from all walks of life. "I am keen to capture the growth of a billion people and want to tell the world our capabilities. A newspaper, may be an e-paper, will be a good start," Dr Kalam said.

When reminded of the promise he made as President to deliver a talk to HAL’s scientists and engineers, Dr Kalam said: "I am always ready. Let your management decide on what topic I must come and talk. Then I will come."

So, when will the youngsters in HAL get an opportunity to be inspired by Dr Kalam? Over to the Management.

DUSK IN THE SQUAIR

Feeling under the weather? Lethargic? Wish you could do with a health tip or two? Drop in! From the next issue, Dr Fred Simpson, Consultant, Complementary Medical Services, Corporate Office, will help you get over your Blues with his new column, Delivering collaboratively, in his best bedside manner. Watch out for Dr Simpson’s Solutions!
Spotlight on Kanpur

Aviation historians on study tour

By Tipu Tari

Kanpur, Nov 12: A three-member foreign media team visited TAD, Kanpur recently. The Visiting aviation historians, Messrs Gordon Warnock, Andrew Mardon and Peter Foster, write for prestigious aviation magazines and newspapers. The three, who were on an invitation extended by HIL, during the Chairman’s Visit, met not only various prominent personalities in the aviation industry and the factory but also paid a visit to theTAD space, which highlighted the company’s contribution to the Indian space programme. The team also took a look at the various space-related equipment and facilities available at TAD and was impressed with the company’s efforts to promote the Indian space programme.

India’s space stall

HIL’s stall at the 56th International Aerospace Congress in Kanpur attracted a large number of visitors from the world leading aerospace agencies. The local team from the company was busy meeting and networking with the visitors, discussing various aspects of HIL’s products and services.

Pharm-Duc-Luc visited TAD, Kanpur recently in response to the proposal submitted by TAD-TAD for supplying DO-228 Maritime Role Aircraft. The visit was of great significance to TAD, Kanpur as Vietnam has become a potential customer for this TAD-Made aircraft.

Vietnam defence team drops in

A 9-member delegation of the Vietnam Defence Ministry, led by Rear Admiral Pham Duc Linh, visited TAD in response to the proposal submitted by TAD-TAD for supplying DO-228 Maritime Role Aircraft. The visit was of great significance to TAD, Kanpur as Vietnam has become a potential customer for this TAD-Made aircraft.

Pharm-Duc-Luc visited TAD, Kanpur recently, in response to the proposal submitted by TAD-TAD for supplying DO-228 Maritime Role Aircraft. The visit was of great significance to TAD, Kanpur as Vietnam has become a potential customer for this TAD-Made aircraft.

Prices of the TAD-Made aircraft were also discussed with the Vietnamese delegates, who were impressed with the company’s efforts to promote the Indian space programme.

Hi-tech event at VNL

Mr. M. Madhavan Nair, a veteran of the Indian Space Research Organisation (ISRO) and a former Director General of ISRO, attended a talk on “Space Components and Materials” at VNL.

Village health camp

A health camp was organized at the TAD Hospital in Kanpur, for villagers of adjoining areas. All the doctors at HIL-TAD along with para-medical staff participated in the camp.

For more information, please contact:

HIL-TAD, Kanpur

Congratulations

Hyderabad teachers win laurels

Mr. N. Malikkoruma, working in the CSE Department of Aerospace Division, has been awarded a PhD in Aerospace Engineering by the Jawaharlal Nehru Technological University Hyderabad. His thesis was on “Aerodynamic Analysis of Centrifugal Compressor and its Match to Other Gas Turbine Components for Evaluation of Aircraft Engine Performance.” He has presented 13 papers at various national / international seminars / conferences. He received the "Best Technical Paper Presentation Award" at an international conference conducted in IIT, Kanpur, in December 2006.

In Memoriam

Vijay Kumar, a retired officer of the Indian Navy, passed away recently. He was a recipient of the Padma Shri award. The Indian Navy has lost a distinguished officer with a wealth of experience and a lifetime of service to the country.

In Memory

A tribute to the late Mr. N. Malikkoruma, a PhD graduate from the Jawaharlal Nehru Technological University Hyderabad. His thesis was on “Aerodynamic Analysis of Centrifugal Compressor and its Match to Other Gas Turbine Components for Evaluation of Aircraft Engine Performance.” He has presented 13 papers at various national / international seminars / conferences. He received the "Best Technical Paper Presentation Award" at an international conference conducted in IIT, Kanpur, in December 2006.
Appendix-3

HAL ADVERTISEMENTS FEATURING EMPLOYEES & PRODUCTS

(Designed by Corporate Communication)
An HAL advertisement (for news magazines) featuring the Dhruv helicopter carrying the National Flag. This advertisement was released to mark India’s Independence Day.
An HAL advertisement (for news magazines) featuring a young recruit testifying to his happy stint with HAL.
An HAL advertisement (for news magazines) featuring a young recruit testifying how her dreams turned into reality after joining HAL. This popular advertisement featured in all leading Indian publications.
An advertisement aimed at attracting young recruits shows a youngster celebrating her birthday in the company of her friends and seniors. HAL Corporate Communication team shot this advertisement in a helicopter hangar. The idea behind this concept was to portray the strong bonds prevalent within HAL.
Another advertisement aimed at attracting youngsters shows the spirit of celebration in HAL.
This advertisement, featuring HAL’s football team, was published in the Sportstar magazine during the World Cup Football 2006 season. HAL Corporate Communication Department branded the company and its players when the excitement for World Cup Football reached a fever pitch.