MARKET OPPORTUNITY RESEARCH

a part of Capstone Project

~ Albers' MSBA students, Fall 2024
Under the guidance of Prof. Md. Moniruzzaman

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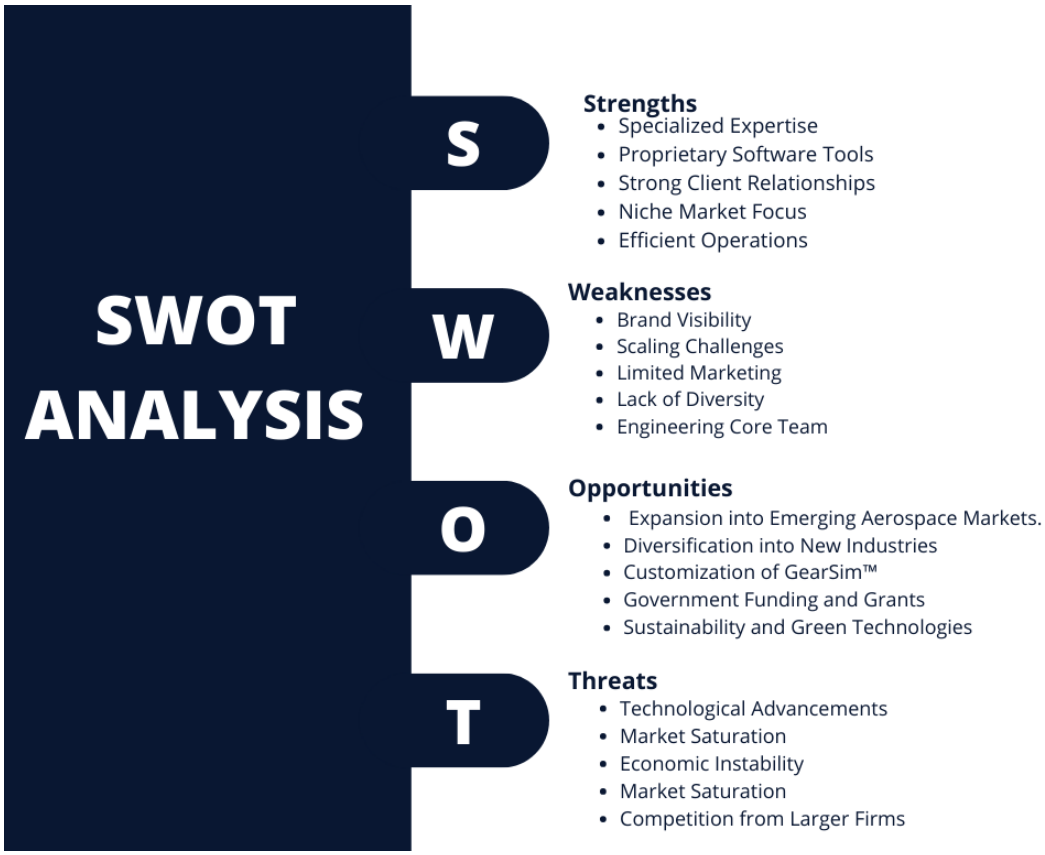
Introduction to SDI Engineering

With over 25 years of experience, SDI Engineering has built a strong reputation for supporting a diverse range of domestic and international clients, including major aircraft OEMs, their suppliers, and small to mid-sized businesses. The company specializes in providing research and development (R&D), engineering services, and proprietary software solutions across various technical disciplines. SDI's expertise spans flight and ground loads, aerial refueling, aeroelasticity, aero-servo-elasticity, landing gear systems, flight control systems, actuation systems, hydraulics, and propulsion.

SDI's innovative solutions are driven by strategic partnerships with integrated industry leaders, enabling the company to deliver comprehensive support across multiple sectors. By applying advanced mathematical modeling, simulation, and analysis, SDI addresses complex engineering challenges while serving a global client base, including the United States military and NASA. Additionally, SDI licenses its proprietary software tools to third parties for specialized analytical applications, further enhancing its role as a key player in the aerospace, aeronautical, and mechanical engineering industries.

SWOT analysis



Problem Statement

SDI Engineering firm has offered research and development, engineering services, and software tool development in niche areas of aeronautical engineering. The purpose of this project is to perform a comprehensive analysis of SDI's products and services, target market, industry dynamics, and competitive landscape. The goal of this analysis is to identify SDI's competitive advantages and develop strategic recommendations to enhance its offerings and strengthen its market position.

The firm needs to diversify its product and service offerings to streamline its businesses. Specifically, SDI is looking to expand the market reach of its proprietary landing gear simulation software, GearSim™. To achieve this, the company must identify product-market fit and explore multiple strategies for market expansion. This project focuses on how SDI can broaden its business scope and offers recommendations for potential new customer opportunities, supported by detailed research. A strategic plan has also been developed to guide SDI's entry into the recommended new markets.

Approach

This project began to identify the best fit for SDI by reviewing the company's capabilities and existing product offerings. This initial assessment of the firm helped document SDI's past successes in business development and identified areas that can streamline its business for future growth.

Following this, secondary market research was conducted to evaluate potential barriers to entry, the competitive landscape, and the expected return on investment for various customer opportunities.

As SDI Engineering offers a range of software solutions, our focus is on GearSim™, to explore future opportunities to optimize and expand its business. Based on our analysis, the top five customer opportunities for SDI have been identified and selected for further exploration.

Understanding of offerings:

SDI Engineering is a global leader in research and development, engineering software tools, and services for high-performance mechanical systems and structures. The company is renowned for its modeling, simulation, design, analysis, and testing expertise across the aerospace, civil, and automotive industries.

Proprietary Software Tools:

1. **GearSim:** A landing gear simulation tool designed for analyzing ground loads and landing gear systems. GearSim streamlines the design, analysis, and certification of landing gear systems.
2. **ARES:** Aerial Refueling Engineering Simulation, a tool for modeling multi-body dynamics for aerial refueling operations. Used extensively by the U.S. Navy.
3. **ASSURE:** A probabilistic aero-servo elasticity tool designed to isolate and manage uncertainties in simulation and manufacturing processes.

Specialized Services:

1. **Landing Gear Systems:** With over 15 years of experience, SDI provides advanced modeling and simulation solutions using GearSim. They have supported both military and commercial clients.
2. **Aerial Refueling Systems:** ARES software provides critical support for refueling system modeling and design, aiding the U.S. Navy since 2009.
3. **Tires, Wheels, and Brakes:** Expertise in dynamic modeling for takeoff, landing, and ground maneuvering, including tire condition monitoring.
4. **Aeroelastic's, Loads, and Structures:** For over 25 years, SDI has partnered with aerospace clients to assist in the design, analysis, and certification of aerospace components.
5. **Actuators and Controls**: Advanced solutions for actuator modeling, simulation, and analysis.
6. **Education Solutions:** Developing MATLAB-based educational tools to train the next generation of engineers.

Clients of SDI Engineering:

1. **Aerospace and Defense:**
   - United States Air Force
   - United States Navy
   - United States Army
   - NASA
   - Cobham Aerospace and Defense
   - Boeing
   - Naval Air Systems Command (NAVAIR)
2. **Commercial Aviation and OEMs:**
   - Airbus
   - Tamarack Aerospace Group
   - Stirling Dynamics
3. **Engineering and Consulting Firms:**
   - Atkins
   - Kenworth
   - Midé
4. **Education and Research Institutions:**
   - Virginia Tech
   - Seattle University
   - University of Dayton Research Institute
   - University of Washington
5. **Tire and Automotive:**
   - Bridgestone

GearSIM

Opportunity 1: Education

Overview

SDI Engineering can expand into the academic market by offering GearSim™ as a powerful educational tool for university engineering programs. GearSim™ provides realistic, high-quality simulations of landing gear systems and aircraft dynamics, allowing students to gain hands-on experience with landing gear design and analysis. Using GearSim™, universities can create practical, engaging courses connecting classroom learning with real-world applications. This presents a great opportunity to improve aerospace education, inspire innovation, and help train future engineers.

Aerospace and Aeronautical Engineering Market

In 2022, the Aerospace, Aeronautical, and Astronautical Engineering fields demonstrated significant growth, with 85 universities in the U.S. offering 204-degree programs. A total of 8,671 degrees were awarded, marking an 8.37% increase from 2021, aligning with the field's consistent growth rate of 7.3%. The workforce comprised over 88,000 professionals, reflecting a strong demand for skilled engineers in the aerospace industry. Despite this growth, only 1% of programs were offered online, underscoring the hands-on nature of the field. With a projected growth rate of 8% by 2030, the discipline is expanding faster than most university degrees.

This sustained interest highlights the importance of aerospace engineering in driving technological innovation and meeting the needs of the aviation and defense sectors. Educational institutions and industry leaders must continue to adapt, ensuring the field's relevance and accessibility for future generations.

Competitor Offerings

Software	Description	Academic Pricing	Key Features
MSC Adams Student Edition	Leading software for multibody dynamics and motion analysis. Offers user-friendly interface and industry-aligned experience.	Free	Dynamic modeling and simulation, widely used in academia and industry.
Altair University Program	Comprehensive suite for structural, fluid, and dynamic analysis with patented units-based licensing.	Free	Access to 50+ tools, centralized licensing, supports diverse engineering disciplines.
Zona Technology	Specialized in aeroelastic and structural dynamics	Custom pricing	Niche capabilities for flutter analysis,

	simulation, particularly for aerospace engineering.		integration with MSC Nastran.
Siemens Solid Edge	Comprehensive engineering design solution with FEA capabilities. Available free through Siemens' grant process for academia.	Free for academic use $230–$329/month (commercial)	Advanced design tools, integrated FEA, training resources, and certifications.

Refer to the Appendix Table 1 for Quantified Opportunities

Opportunity 2: Digital Twin Technology

Aircraft Manufacturing Market

According to The Business Research Company, the aircraft manufacturing market size has grown strongly in recent years. It will increase from $434.45 billion in 2023 to $461.34 billion in 2024 at a compound annual growth rate (CAGR) of 6.2%. The growth in the historic period can be attributed to commercial air travel growth, globalization of air transport, replacement cycles, a rise of low-cost carriers, and environmental regulations. The integration of digital twin technology in aerospace is contributing to the overall growth of the digital twin market. The market is projected to expand from USD 26.25 billion in 2024 to USD 130.77 billion by 2029, with a compound annual growth rate (CAGR) of 37.87% during this period.

Aircraft Maintenance Market

The aircraft manufacturing market is expected to grow strongly in the next few years. It will increase to $588.06 billion in 2028 at a compound annual growth rate (CAGR) of 6.3%. According to The Business Research Company, The growth in the forecast period can be attributed to demand for sustainable aviation, rapid growth in emerging markets, urban air mobility (UAM), strategic alliances and global collaboration, and focus on passenger experience. Major trends in the forecast period include digitalization and Industry 4.0, technological innovation in electric and hybrid aircraft, technological advancements, increased demand for fuel efficiency, a growing market for electric and hybrid aircraft, and integration of advanced avionics and connectivity.

Opportunity Overview:

In aerospace, digital twin technology enables organizations to create virtual models of physical assets, such as aircraft and components, which can be continuously updated with real-time operational data. This continuous update provides actionable insights, supporting a variety of critical applications. Furthermore, in the aerospace industry's high standards for safety and efficiency, digital twins offer valuable opportunities to enhance maintenance practices, optimize design, and extend the lifecycle of key assets, such as landing gear systems.

Digital Twin for GearSim

GearSim's natural progression is its evolution into a digital twin solution. By utilizing real-time data integration and predictive analytics, GearSim can become a core tool for airlines, electric aircraft developers, and maintenance providers seeking to optimize landing gear performance, extend its lifecycle, and reduce operational costs.

Applications of Digital Twins in Aerospace and Aviation

Digital twin technology has various applications in aerospace, and GearSim can Utilize these to enhance its offering and impact in the industry.

Predictive Maintenance

Digital twins allow the continuous monitoring of assets using real-time operational data, which can be analyzed to predict wear, stress points, and potential failures. By integrating predictive maintenance capabilities, GearSim can enable aerospace companies to proactively address maintenance needs before issues arise. This minimizes downtime and extends the usable lifespan of landing gear components. This approach enhances safety and reduces the costs associated with unscheduled maintenance and part replacements, which can benefit the firm and increase efficiency.

Lifecycle Management

The lifecycle management capabilities of digital twins view an asset's performance from the initial phase of deployment through end-of-life. For landing gear systems, which endure heavy use and significant wear, GearSim could utilize digital twin data to provide long-term tracking of component health, usage trends, and wear patterns. This data-driven approach supports informed decision-making around maintenance schedules, replacement timelines, and upgrades, ultimately reducing operational costs and improving the sustainability of aerospace assets.

Design Optimization

Digital twins will enable engineers to simulate real-world conditions, allowing for the testing and validating designs in virtual environments. GearSim can integrate design optimization capabilities to help engineers identify potential improvements to landing gear systems before the physical prototypes phase is built. This capability is particularly similar for new technologies, such as electric and hybrid aircraft, where design requirements are still evolving. By optimizing landing gear design in the digital twin environment, SDI Engineering can reduce development costs and improve overall system performance.

Potential Client and Partnership Opportunities for GearSim’s Digital Twin Technology Aircraft & Competitive Landscape

Refer to the Appendix Table 2 for Quantified Opportunities:

Opportunity 3: Tire industry

The tire industry plays an indispensable role in aviation, ensuring safety, efficiency, and performance throughout takeoff, landing, and ground operations. Aircraft tires are meticulously engineered components designed to endure extreme conditions, such as high velocities, substantial loads, and fluctuating environmental factors. As the aviation sector advances, the need for innovative solutions in tire development, testing, and maintenance is increasingly prominent.

GearSim, developed by SDI Engineering, has achieved a remarkable milestone by successfully partnering with Bridgestone, one of the world's largest and most respected tire manufacturers. This collaboration validates GearSim as a reliable and cutting-edge simulation tool for analyzing tire performance. Bridgestone's adoption of GearSim showcases its ability to simulate real-world conditions and provide actionable insights into tire wear and tear. The tool has been instrumental in analyzing challenging scenarios such as runway conditions in emerging countries and the impact of diverse climatic environments on tire durability. This proven capability makes GearSim a desirable solution for other tire manufacturers worldwide.

With Bridgestone as a prestigious client, GearSim can now be pitched to other tire manufacturers to create profiles of their tires on the platform. By doing so, manufacturers can gain critical insights into how their products perform under varying conditions. This could include simulating the effects of high-temperature regions, heavy rainfall, or uneven surfaces often found in emerging markets. SDI can offer tailored use cases and scenarios, further enhancing the tool's appeal. By customizing simulations to meet the specific needs of individual manufacturers, GearSim can help companies optimize existing products or accelerate the development of new tire models.

Emerging markets, particularly India, represent a significant opportunity for SDI to expand GearSim's reach. India's rapidly growing economy, booming aviation sector, and increasing passenger traffic makes it a strategic market for tire manufacturers. Leading Indian players such as MRF and JK Tyres dominate the domestic tire landscape. Collaborating with these companies would allow them to Employ GearSim's capabilities to enhance product reliability, durability, and performance. Additionally, GearSim can support new entrants in India's tire market by providing the technical expertise and simulation tools necessary to develop competitive tire models. By moving early, SDI can establish a first-mover advantage, securing its position as a leader in this high-growth market.

India's aviation sector presents a unique opportunity. With passenger traffic and regional airport expansion on the rise, tire manufacturers must adapt to specific challenges such as varying runway conditions and extreme climatic environments. GearSim can serve as a vital tool for addressing these challenges, enabling manufacturers to design tires optimized for these demanding conditions. Furthermore, SDI can highlight its collaboration with Bridgestone to reinforce GearSim's credibility and attract Indian manufacturers, emphasizing its proven expertise and prior exposure in the industry.

SDI's pitch to manufacturers should emphasize three key strengths tool capability and industry experience. GearSim provides strong technical insights and helps manufacturers reduce R&D costs and time-to-market by virtually simulating real-world conditions. This combination of advanced

technology and proven success positions SDI Engineering as a valuable partner for established players and ambitious new entrants in the tire industry.

By employing its success with Bridgestone, customizing solutions for diverse needs, and targeting high-growth markets like India, SDI can establish GearSim as the go-to simulation tool for the tire industry.

The international passenger aviation market data provided by IATA highlights a significant concentration in Asia Pacific (31.7%), Europe (27.1%), and North America (24.2%). This distribution underlines the vital regions where SDI Engineering could expand its operations, considering the current focus has been predominantly within North America. Our analysis suggests a critical need for extensive reach-out campaigns in these additional key regions. We have identified essential contacts and organizations within these regions that could serve as potential gateways for expanding our market presence and enhancing business relationships.

Furthermore, the cargo aviation data from August 2024 and the military aviation market data suggest additional expansion avenues. Asia Pacific and Europe present robust activity in the cargo sector, with market shares of 14.8% and 13.6%, respectively, and notable contributions from the Middle East. In military aviation, North America and Asia-Pacific dominate with 35% and 30% market shares, indicating significant investment and development opportunities in aerospace and defense projects. These sectors highlight diverse areas where SDI Engineering can leverage its expertise to introduce advanced solutions such as digital twin technologies, which could revolutionize aircraft design, maintenance, and operations.

Additionally, our market trend analysis indicates that emerging players in the aviation industry are attempting to introduce innovative aircraft models. This scenario presents an opportunity for SDI Engineering to partner with these newcomers to co-develop technologies and integrate our advanced systems into their designs. By capitalizing on these emerging trends and extending our geographical reach, SDI Engineering can significantly enhance its market footprint and industry influence, ensuring robust growth and innovation in a competitive landscape.

Refer to the Appendix Table 3 for Quantified Opportunities.

ARES

Introduction To ARES:

ARES is the ideal software tool to better understand the dynamics of the hose and drogue, reeling mechanism, probe, and the resulting loads during aerial refueling operations.
The software can be used in the detailed analysis of aerial refueling operations for new technologies, incident investigations, evaluations of flight control or maneuver strategies, and probe loads predictive analysis for design, flight testing, and certification.

Opportunity 1: Drones: Exploring Logistic and Tactical Capabilities

SDI Engineering can potentially position ARES as a transformative tool for enhancing the capabilities of long-haul drones in the rapidly growing UAV market. ARES's high-fidelity aerial

refueling simulations can assist drone manufacturers in overcoming the limitations of range and endurance that often restrict long-haul operations. With ARES's precise modeling of refueling techniques, such as hose and drogue or boom-based systems, companies can design and test UAV refueling mechanisms in a risk-free virtual environment. This technology facilitates the development of autonomous refueling capabilities, increasing drone efficiency and extending mission durations.

Definition of Market

The global Unmanned Aerial Vehicle (UAV) market is witnessing robust growth, with its valuation projected to rise from **USD 31.70** billion in 2023 to **USD 91.23** billion by 2030, representing a **CAGR of 16.3**%. This growth is fueled by increasing demand for long-haul drones across sectors such as logistics, surveillance, and disaster response.

Regionally, the United States dominates the global drone market, driven by significant defense contracts and expanding commercial applications, particularly in logistics. In the Asia-Pacific region, which accounted for **40.2**% of the global UAV market in 2023, revenues reached **USD 13.4 billion**. With China and India emerging as key players, the region is poised for further expansion at a **CAGR of 12.5**% from 2024 to 2032. Meanwhile, in the Middle East, Israel leads the drone market, with expected revenues of approximately USD **10.8 million** in 2024 and a **CAGR of 5.77**% projected to bring the market to around **USD 14.2 million** by 2029.

Quantified Opportunities:

The global logistics drone market is projected to grow at a **CAGR of 20.2%**, reaching a market size of **USD 48.6 billion by 2030**. Long-haul drones are increasingly being utilized in cross-border deliveries and remote area supply chains, where extended endurance and cost-efficiency are critical.

In remote regions, a logistics company deploying drones for disaster relief often faces range limitations that hinder operational efficiency. By leveraging ARES's simulation capabilities to optimize refueling points, drone operating ranges can be extended significantly enhancing reach and mission effectiveness. This capability not only reduces the need for costly intermediate infrastructure but also minimizes downtime and fuel consumption, can lead to **reduction in logistics expenses**, so SDI should explore this opportunity and reach out to drone companies that are investing in this space for tie-ups proactively by pitching solutions that they have.

SDI Engineering can work with top logistics and drone technology firms such as S**woop Aero, Terra Drone Corporation, Autonomous Control Systems Laboratory Ltd. (ACSL), and Airwayz** to fully realize the potential of ARES in the logistics sector. These collaborations might concentrate on targeted pilot programs to include ARES into long-distance drone operations, examining its influence on range, endurance, and efficiency. By using these firms' experience in drone delivery systems and operational frameworks, SDI may promote ARES as a game-changing solution for optimizing long-distance drone logistics. This collaborative strategy would not only increase adoption but also strengthen SDI's position as a market leader in the drone logistics space.

In military operations, tactically armed UAVs are essential, frequently assigned to prolonged hovering in distant or disputed regions. But these flights are sometimes hampered by battery or fuel constraints, which force UAVs to leave active areas and jeopardize the effectiveness of the mission. By improving UAV capabilities, ARES (Aerial Refueling Simulation) tackles these issues. ARES increases UAV mission durations by up to **50**% by mimicking aircraft refueling tactics, enabling them to sustain strike or observation readiness for longer. Furthermore, ARES maximizes stealth in high-risk situations by optimizing refueling locations to reduce observable activities. ARES's sophisticated scenario testing gives UAVs a virtual environment to practice refueling under challenging circumstances, increasing their operational preparedness and survivability.

To optimize its influence, SDI Engineering may work with top firms like **Baykar, Adani Defense, Aero Sentinel, Elbit Systems, RTX Corporation, and BAE Systems**. These collaborations might center on incorporating ARES into tactical UAV fleet development and operations frameworks. SDI may accelerate industry innovation by adapting ARES' simulation capabilities to specific difficulties encountered by these industries, such as extending UAV endurance, increasing fuel efficiency, and improving autonomous refueling capabilities. Collaborative pilot studies with these important stakeholders might demonstrate ARES' potential to maximize performance while lowering costs, establishing it as a critical component in upgrading tactical UAV operations worldwide. This strategy not only speeds adoption, but it also promotes SDI as a reliable partner in the development of next-generation UAV technology.

Opportunity 2: Military Aviation

SDI Engineering offers ARES as an innovative approach for improving military aircraft operations, notably aerial refueling, an essential capacity for current defense plans. Military organizations can use ARES' high-fidelity simulations to solve range and endurance constraints that frequently limit combat and support aircraft. ARES allows for detailed modeling of refueling procedures like hose-and-drogue or boom-based systems, offering a safe virtual environment for building and testing innovative refueling mechanisms. This modeling capability helps to advance autonomous refueling technology, allowing aircraft to stay operational in mission-critical zones for prolonged periods. ARES improves mission readiness, operational efficiency, and innovation in military aviation by improving refueling tactics and decreasing dependency on costly live testing.

Definition of Market

The worldwide military aircraft market is expected to increase at a **4.6% CAGR** from **USD 48.27 billion** in 2024 to **USD 66.29 billion** by 2031, making it a crucial part of national defense strategy. This rise is fueled by growing defense spending and technical advances. North America is the dominating player in the military aircraft market. In 2021, the area was responsible for **41.2**% of global defense spending. The Asia-Pacific area is experiencing rapid expansion in military aviation. By the end of 2022, the region had **15,543** operational military aircraft, with China, India, Japan, and South Korea accounting for 55% of that total. The region's proportion of global defense spending is predicted to expand from **29.9**% in 2021 to **30.8**% by 2025, led by higher military expenditures in nations such as China and India. Europe's military aircraft industry is rising, with its proportion of global defense spending

expected to rise from **16.7**% in 2021 to **19.4**% in 2025. This expansion is due to increased defense funding and modernization activities across the continent.

In this evolving landscape, ARES can potentially solve significant difficulties by allowing realistic simulations of aerial refueling operations, which are vital for increasing the range and endurance of military aircraft. Military aviation can gain major operational benefits by integrating ARES, including as allowing combat aircraft to stay in mission-critical airspace for longer periods of time, boosting tactical effectiveness, and decreasing the need for costly live drills. ARES also contributes to the development of autonomous refueling systems by offering virtual settings for rigorous testing and improvement. Furthermore, ARES's capacity to replicate complicated refueling situations under unfavorable conditions improves pilot training and system dependability, ensuring that both personnel and equipment are prepared for real-world problems.

Quantified Opportunities:

Military aviation frequently confronts key constraints, such as range restrictions, high operational expenses, and complicated training needs, which can impair mission efficiency and preparedness. ARES can produce solutions for these difficulties by utilizing advanced modeling capabilities to increase operating range, maximize fuel economy, and expedite refueling technology innovation. Fighter jets, bombers, and reconnaissance aircraft gain from increased tactical reach, allowing for better deployment in geographically distant and disputed regions. Operational efficiency can further be enhanced through ARES's ability to reduce fuel waste by **15-20**%, saving military organizations **USD 2-5 million** annually by replacing live refueling exercises with cost-effective virtual simulations. These optimized refueling techniques not only minimize logistical expenses but also reduce aircraft wear and tear, enabling more sustainable and efficient operations. ARES can accelerate research and development by **25**%, providing virtual environments to rigorously test autonomous refueling systems. This allows faster deployment of cutting-edge technologies while ensuring seamless refueling in contested or denied airspace.

Additionally, ARES could also significantly improve training and mission readiness by offering realistic virtual simulations for pilots, tanker operators, and ground crews. These simulations reduce dependency on live exercises, cutting training time by 30% while modeling adverse scenarios like turbulence or system failures to enhance preparedness. The result is a substantial boost in mission success rates, with optimized refueling schedules improving operational efficiency by **40**%. This enhanced readiness enables military aircraft to execute high-stakes operations more effectively, ensuring strategic superiority in combat scenarios.

Talking about the widely known **Embraer KC 390**, a versatile medium-sized military transport aircraft designed to perform various missions, including cargo and troop transport, medical evacuation, and aerial refueling. massive for its capabilities, KC-390 faces also challenge in the competitive aerial refueling market, particularly against established platforms like the Lockheed Martin C-130J Super Hercules.

While the KC-390 is approximately 15% faster and can carry 18% more cargo than the C-130J, it has a 15% shorter range. However, the KC-390 includes aerial refueling as a standard feature, whereas only specialized sub-variants of the C-130 have this capability. Integrating ARES can improve the KC-390's capabilities by offering improved simulation settings for refueling processes and crew training. ARES can accelerate the testing of diverse refueling situations, including operations in disputed regions and in bad weather conditions, without the hazards associated with live exercises. This technique can result in better mission planning, increased safety, and lower operating expenses.

Additionally, ARES can collaborate with organizations like **Dassault Aviation, Hindustan Aeronautics, Safran, Korean Aerospace Ltd**. **Dassault Aviation** and many more can leverage ARES to refine the aerial refueling capabilities of its military aircraft, such as the Rafale fighter jet. By simulating various refueling scenarios, Dassault can improve operational efficiency and mission readiness. This approach aligns with industry trends toward automation in aerial refueling, as demonstrated by Airbus's development of autonomous in-flight refueling technologies.

Hindustan Aeronautics Limited (HAL), in collaboration with I**srael Aerospace Industries**, has been involved in converting civil passenger aircraft into refueling tankers. By adopting ARES, HAL can simulate and optimize these conversion processes, ensuring that the modified aircraft meet performance and safety standards. ARES's simulation capabilities would facilitate efficient design and testing phases, reducing time-to-market for these converted platforms

Safran, a leader in aerial refueling systems, develops equipment like the **N220B** aerial refueling pod used on Rafale fighter aircraft. By integrating ARES into its development processes, Safran can simulate the performance of it refueling systems under various operational conditions, enhancing product reliability and effectiveness. This approach supports Safran's commitment to innovation and excellence in aerial refueling technology.

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Appendix

Table 1 : Educational Opportunities

University	Name	Position
Embry-Riddle Aeronautical University	Joseph J. (Joe) Rencis, Ph.D., P.E.	Associate Dean and Professor of the School of Engineering in the College of Aviation at Embry-Riddle Aeronautical University Worldwide
Purdue University	Alina Alexeenko	Professor of Aeronautics and Astronautics & Chemical Engineering
Georgia Institute of Technology	Mitchell L.R. Walker II	Professor of Aerospace Engineering
University of Michigan	Karen Thole	Dean of Engineering
University of Southern California	Yannis Yortsos	Dean, USC Viterbi School of Engineering
Johns Hopkins University	Ed Schlesinger	Dean of Engineering
Liberty University	Steven Brinly	Interim Dean at Liberty University School of Aeronautics
Massachusetts Institute of Technology	Anantha Chandrakasan	Dean of Engineering
University of Illinois	Daniel Bodony	Professor of Aerospace Engineering and Associate Dean for Graduate
Stanford University	Juan Alonso	Vance D. and Arlene C. Coffman Professor and the James and Anna Marie Spilker Chair of the Department of Aeronautics and Astronautics
Texas A&M University	Robert H. Bishop	Vice Chancellor and Dean, College of Engineering
University of Florida	John Deaton	Professor and Dean, College of Aeronautics
Florida Institute of Technology	John G. Harris	Dean of Engineering
University of Texas	Roger T. Bonnecaze	Dean
University of Alabama	Dr. Mark E. Barkey	Interim-Senior Associate Dean for Administration, Department Head of Aerospace Engineering and Mechanics, Professor
University of Washington	Betsy Winter	Director, Academic Services
Arizona State University	Kyle Squires	Dean and Professor at Ira A. Fulton Schools of Engineering
University of California	Emeritus	Mechanical and Aerospace Engineering

North Carolina State University	Dr. Jim Pfaendtner	Dean
University of Cincinnati	Kelly Cohen	Endowed Chair in Aerospace Engineering, Director AI Bio Lab, Digital Futures
Washington University	Kristi Morgansen	Professor and Chair
University at Buffalo	Kemper E. Lewis	Dean, School of Engineering and Applied Sciences
University of North Dakota	Robert Kraus	Dean of Aerospace
California State University	Jinny Rhee	Dean of Engineering at California State University, Long Beach
San Jose State University	Sheryl Ehrman	Dean of Aerospace
Lewis University	R. Eric Jones	Associate Dean and Professor of Aviation
Pennsylvania State University	Amy Pritchett	Professor and Head of Aerospace Engineering at Penn State
Auburn University	Mario Richard Eden	Dean of Engineering and McMillan Professor of Chemical Engineering at Auburn University
University of Minnesota	Andrew Alleyne	Dean of the College of Science & Engineering
Ohio State University	Ayanna Howard	Dean and Professor

Table 2 : Digital Twin Collaborations

Company Name	Name	Designation
Luftansa	Philipp Krusemeyer	Senior Director Digital TechOps
GE Aviation	Vaira Saravanan	Manager, Services Technology, Services Engineering at GE Aerospace
Boeing	Joseph Cook	BCA Digital Transformation Manager
Airbus	Aarathi Sree Srinivasan	Director Digital Transformation at Airbus

Table 3 : Tire Manufacture Opportunities

Refer to the excel sheet for clearer view

S.no	Region/Country	Company Name	Details	Key Person	Designation
1	World Wide	Goodyear Aviation	Has three HQ's. - Global & America's Akron, USA; Europe, Middle East & Africa: Brussels, Belgium; APAC: Shanghai, China	Jennie Tinney	Director Global Supply Chain - Aviation
				Mary Beth W	Aviation Sales Development Specilaist
				Michael Schellenberger	Global Quality Assurance Leader - Aviation
				James Anthony	Engineer - Aviation Tires
				Vattana Waewmanee	Technical Team Leader-Aviation
				Xavier Fraipont	Vice President, Commerical Tire Business Unit EMEA
				Octavian Velcan	Managing Director OTR and Aviation EMEA
				Hui Yun	APAC Director (Earlier APAC GM Goodyear Aviation)
2	World Wide	Bridgestone	USA, EMEA - Europe, Middle East, Africa - Belgium, China, and Asia & Oceania - Thailand - Key Maintenance Stations. Global Head Office & R&D Center - Japan	Charles Szpara	Director, Analytics Center of Excellence at Bridgestone Aircraft Tire, (USA) Inc.
				Jean-Philippe Minet	Managing Director Bridgestone Aircraft Tire (Europe) S.A.
				Tony M. Orlando	President, Integrated Agriculture Tire Business, Americas, Europe, Middle East, India and Africa
				Jacques Rikhotso	Managing Director
				Felix Chiu	Advisor - Supply Chain (APAC Region) at Bridgestone Aircraft Tire Manufacturing (Thailand)
				Rajnish Damani	Executive Director at Bridgestone India
3	World Wide	Wilkerson Aircraft tires	USA	McKaellen Wilkerson	Aircraft Tire Saleswoman Translation at Wilkerson Aircraft Company
				Bill Wilkerson Jr	Product Development
4	World Wide	Michelin	almost 50% of commercial aircraft land with Michelin tires. Network : France,USA,Brazil,Thailand,China,Japaan,Australa	Arnaud Boursin	Aircraft Tire Designer
				Eric Piquant	Director of Industrial & Operational Excellence Competencies
				João Jardim	Head of Purchasing - South America | Michelin
				Nuttapol (Tae) Areechom	Senior Manager, Business Development & Partnerships
				Shota N.	Nihon michelin tire - Sr External geometry designer
5	World Wide	Qingdao Sentury Tire Co., Ltd	one of the youngest bigger players in the aviation tire industry	Yihan Wang	Senior Marketing Manager at Sentury Tire
6	World Wide	Yokohama	USA,VIETNAM	Lynn Sweeney	Sr. Director, Sales Operations at Yokohama
				Tien Le	Sales Manager at Yokohama Tyre Sale Viet Nam
7	India	MRF Tires	India	Raman Kumar	VICE PRESIDENT at MRF
8	India	JK Tires	Not present in the market, but is planning to enter the space (https://www.moneycontrol.com/news/business/companies/long-term-ambition-to-manufacture-tyres-for-aviation-mktjk-tyre-968929.html#goog_rewarded)	Dr Sudhansu Pathak	Vice President - HR at JK Tyre & Industries Ltd.
9	Turkey	Petlas Tire Corporation	Saudi Arabia	Taher Mansori	Country Sales Manager at Petlas tires , KSA

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