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We are an employee centred business and are committed to building a solid foundation to engage a strong technical workforce.

As such, we actively reinforce succession plans through improved in-house mentoring programmes and training, which are essential to growing the technical skills of our workforce.

Educational outreach is at the forefront of our plans to employ more technicians and when you start by looking at promoting STEM (Science, Technology, Education, Mathematics) focused learning, you encourage skill development in the younger talent pool and spark their interest in aerospace.

By increasing technical training programs and offering incentives to attract aerospace workers from STEM focused fields of study, we drive awareness of career opportunities to draw emerging talent into the sector.

In trying to attract young talent into the industry, we are acutely aware that we must appeal to the Gen-Z mindset. They learn and connect with the world in ways our senior technicians never had to. By looking to AR and AI (Augmented Reality and Artificial intelligence) as potential training methods we offer a strong employer value proposition, an innovative mindset culture with digital enablement at the core of our business, and this is what appeals to the younger workforce we are encouraging into technical careers.

We're focused on communicating and engaging with the younger technicians and engineers through digital transformation to develop a real appetite for learning. Through a cycle of engagement from all levels in the business, young and old, experienced and apprentice, we remain committed to transforming aviation efficiency.

Employees drive innovation, which leads to business growth and in turn, triggers change. Digital transformation is essential to commoditise the wealth of experience we have in our senior technicians, but it also impacts younger technicians by drawing them into something new and engaging.

We are aligning our digital transformation strategy with our business strategy to take AJW Group into the future. We've been in operation for over 90 years and our will journey continue, stronger than ever.

At AJW Technique in Montreal, we are fortunate to have an experienced team of technicians with thousands of years of experience between them. We focus on skills-based competencies on the shop floor and integrate solutions to capture the existing knowledge of our people while facilitating the training of new hires, especially as the industry faces growing concerns about a diminishing skilled workforce.

We embrace innovative ways to operate and maximise the technicians' workflow and component touch time. Focusing on produc-

tivity, we'll change the way we work to create more opportunities for employment in digital development and management for technicians and engineers, and in other areas of the business. We're putting great effort into adopting technology while still managing people, engaging a technical team, and changing the culture to make it more cohesive and open-minded.

Success is about having a vision and the ability to lead, challenge, and create winning teams that are greater than the sum of their parts. As a values-based business, we recruit and train based on our values; authenticity, customer-centric, entrepreneurial, growth, impact, and innovation. These are at the heart of all we do and we look to recruit and train colleagues with this growth mindset.

All of us at AJW are learning and embracing new innovations and are bringing our workforce on this journey with us while managing the change. We operate an agile business, and as such are open to technological advancements and will adopt these if they serve the business and the needs of our customers.

We are proud to have high tenure in our workforce blended with young talent to create an environment of high-performing, high-learning, high-quality technically skilled teams who deliver.

Women have played an integral role in aviation since World War Two, entering the workforce for the first time to build the very aircraft that helped win the war. AJW Group is invested in, and are strong advocates for, women in aviation and we promote emerging talent in aerospace and women in STEM specialisations.

As part of its Diversity, Equality, and Inclusivity policy, AJW Group coaches many smart, strong women and young entrepreneurs, who in turn are encouraged to coach and raise diverse talent within their teams.

Young women must see more examples of successful women throughout the industry, from pilots and technicians to the C-Suite. The industry needs to continue investing in inclusive talent management and career pathing, beginning with students and emerging leaders seeing aerospace as a real value proposition with forward-thinking ideologies and the potential to progress in various facets.

We are also involved in A-Wing (Aviation Women Inspiring Next Generation) and have collaborated with airlines and sponsored recruitment fairs for women in aviation.



Clyde Buntrock, CEO AJW Aviation & Technique