



**2020 Company Audit
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This strategic brief will provide an overview of Carson Helicopters. Evaluation among the corporation's organizational structure will give a detailed report on strategic communications among internal and external facets. Ultimately, this brief will work to give Carson evidence-based evaluations and recommendations to further the practice of effective business relations.

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Executive Summary

Carson Helicopters, Inc. is a helicopter operating company located in Perkasio, Pennsylvania. Since its establishment in 1958, the corporation has better defined its services in aviation through innovative repair and manufacturing services. The site itself comprises several facilities and workforces that work towards a greater collective. With certification in both dynamic and non-dynamic components, Carson's experience-based teams and in-house capabilities have deemed it a market leader in manufacturing of S61 Helicopters and other legacy aircraft components. In addition to its unique market stance, Carson also performs a series of services tailored towards improving the quality and dependability of avionics. The corporation is further recognized for the development of the "Carson Blade" S-61 and H-3 Sea King helicopters.

Organizational Background

History

In 1958, Frank Carson sold the first helicopter he built. Shortly after, he bought a farm in Perkasio, Pennsylvania. The 81-acre site is still used as the company's headquarters today. After gaining more scope and perception of the industry, the company entered the heavy-lifting business associated with aircraft needs. Since 1963, Carson's efforts have worked to develop aircraft upgrades that increase lift, speed, and fuel-efficiency.

In 2004, Carson introduced the Fire King, a Sikorsky S61 with a 1,000-gallon water tank. Ultimately, the manufacturing of this helicopter better defined Carson Helicopters as an organization with strong focus in heavy lifting and firefighting. In specific, the capabilities of Carson's Composite Blades redefined market standards, with an additional 1,700 lbs in lift. After gaining approval for the modification of the Sikorsky S61, the company was granted to carry an additional 2,000 pounds upon flight.

In 2008, Sikorsky contracted with Carson to upgrade and modernize their existing fleet of S61 Helicopters. Under contract by the U.S. Forest Service, the corporation set out to control the Iron 44 Fire, on the Shasta-Trinity National Forest. Complications among a helicopter reached significance while trying to lift off the ground. While blame was significantly put on the falsifications made by Former VP, later findings indicated that the overarching problem was caused by engine complications.

Currently, the company is now focusing its efforts in maintenance, repair, and overhaul, as well as development and manufacturing of both dynamic and non-dynamic components. Its ambition as a corporation is to use their extensive knowledge, research, and next-level application to put forth excellence in their various aircraft efforts.

Values

Through several of Carson's initiatives, it is evident they have a drive to excel within quality products that they deem as leading in market safety and service. Stated by the corporation,

Reputation

The company's founder, Frank Carson, is better characterized as a pioneer in rotary and wing flight.

Carson Helicopters holds a broad scope of stakeholder relations, including significance among both internal and external stakes.

Internal Viewpoints:

Through further analysis, it is clear to see that an abundance of former employees felt a sense of connection and relation to the corporation. Overall, internal stakeholders enjoy that the corporation feels like a community, working together to form a greater collective. Emphasis is made on the fact that this company is family-run, better signifying its close union with internal personnel.

Negative perception focused on stressful work conditions, which can be associated with certain positions and their deliverables. There was also some complication among management strategy and inclusivity.

Ratings on both Indeed and Glassdoor rate the working environment at Carson Helicopters as a 4 out of 5.

External Viewpoints:

When evaluating external stakeholder perception, the corporation is left with a degree of uncertainty. Over the course of the last several years, the company has closed deals with the U.S. Department of State, British Royal Navy, U.S. Marines through Marine One, and Private Domestic Operations of S-61 Helicopters through CHI, Croman, and VIH. While they work in relation with a series of reputable organizations, the company could be missing out on an extended group of target market due to inefficiency in crisis management as well as brand reputation.

Organizational Structure

With an overall goal to develop and deliver lead aircraft components, Carson Helicopters is built through a diverse group of marketplace professionals with extensive knowledge on aircrafts. Divided among several disciplines, the breakdown of employee relations works to reach maximum effectiveness in output of deliverables. With an executive management team in place, business endeavors and company oversight are better reached.

VP, General Counsel, and Head of Production work directly above the company's hangar, where most of the work is done in the configuration of consumer product/service. Ultimately, this maximizes company oversight and allows for a better flow of order and communication throughout the facility. Currently, their workforce consists of over 70 mechanics, technicians, engineers, and support staff.

SWOT Analysis

Strengths

Carson Helicopters operates towards the effective output of market lead in mechanics and design attributes for the various aircraft models that it works with. Several driving forces can be identified to leverage the company above competition:

Trained and Diversified Employee Base

Carson Helicopters holds a dynamic workforce, with divisions of both business operations and production and manufacturing. While tasked with different deliverables, these discipline groups work in an inclusive manner to meet objectives in effective business practice. With a multitude of mechanics, engineers, and technicians, the company displays extensive capabilities. Its staff comprises both new and old affiliates, giving the corporation a blend of market drives and outlooks.

State of the Art Equipment and Service

The company also holds a great deal of corporate lead through their unique value propositions. With a multitude of certifications in aircraft development and output, their opportunities among both product output and target market are expansive.

Multitude of Significant Relations

While Carson has been exposed to corporate crisis, they have managed to facilitate several notable consumers. The company holds affiliation with several Private Domestic Operations, but they also gain an influence on perception and capitalization through partnerships with the U.S. Department of State, British Royal Navy, and U.S. Marines through Marine One.

Carson's strengths mark a deal of importance when identifying what key attributes to build off of in relation to corporate creatives.

Weaknesses

Stronger Motive and Purpose

Carson depicts a general scheme among brand identity. It emphasizes embodying a collective which works towards market lead through extensive knowledge and research. Ultimately, the company's ambition to carry-forth greater excellence in the manufacturing and refurbishing of helicopters is defined through a key core of company attribute.

If Carson wants to leverage their corporation and attract a new degree of market influence, it is essential that it develops and better embodies a deeper mission. By better defining who the company is and what it wants its stakeholders to envision, Carson can better constitute the corporation as one that leads through influence and understanding of greater purpose.

Mass Media Presence

Most of Carson's brand face is utilized through their homepage. While they do have a Facebook page, their efforts among social media presence are considerably limited. If

Carson hopes to create more brand awareness, there must be more adoption among mass media presence.

Opportunities

- **Redefined mission and value set**
 - Greater purpose and deeper connection
- **Scope of Markets**
 - Carson holds a unique market scope as it embodies deliverables among various markets
 - Aircraft Upgrades
 - Overhaul of Parts
 - Engineering Services

Their ability to embody a unique sector which merges all three of these market capacities creates a unique value proposition that should be better defined throughout corporate messaging.

- **Mass Media Presence**
 - Adopting the utilization of several mass media channels will allow for more brand recognition. In an ever-evolving society, technology and means of output are constantly changing. Now more than ever, the importance of creating corporate recognition through social media is essential and creates more relevance.

Threats

Van Horn Aviation

Manufacturing, Main and Tail rotor blades

Mission and Vision:

“At Van Horan Aviation, we design, certify, and manufacture composite rotor blades that improve the fiscal and physical performance of various legacy helicopters. Our mission is to produce composite rotor blades that breathe new life into legacy aircraft. We strive to give aircraft owners and pilots an overall better experience when flying their VHA blades compared to the OEM metal blades.”

- There are some strong motives here, such as bringing new life into legacy helicopters, but the message is lost in lengthy statement.

Media Presence:

Consistent Facebook presence (3.2k), recently developed Twitter page

Coulson Aviation

Operations Specialist

Corporate Mission and Vision:

“Protecting our world from forest fires”

“To become the world’s most trusted Aerial Fire Fighting company, with a keen eye on professionalism, safety, and innovation”

- Vision too broad, too delivering
 - o Wording is off, where’s the purpose behind work?
 - Must be more than an affiliation, clearer identification must be made upon UVP

Media Presence

Coulson also has a stronger social media influence, with a variety of content on Instagram (11.1k), Twitter (702), and Facebook (50k)

Columbia Helicopters

Transportation and Operation

Mission and Purpose:

“To support our employees, customers, and communities by engaging in dynamic and rewarding aviation endeavors.”

“To lead our industry with dedicated people delivering inspired solutions”

- Mission is clear, concise, and addresses key stakeholder relations

Capabilities:

- Passenger transportation
- Internal cargo transportation
- External long line precision placement
- Mail Delivery
- Night vision operations

Media Presence:

Strongest presence on Instagram (4.5k), Facebook and Twitter pages lack consistency and further brand message

Rotor Maxx Support

Overhaul and Repair, Logistics Support

Mission and Vision

“Eliminating down time; increasing safety and reliability, reaching full time between overhauls, keeping maintenance costs within budget; these are the goals we set to achieve for our customers. Rotor Maxx knows that customers have choices, and the more discerning customers expect the best. Rotor Mass is pleased to provide the best.”

I’m not even sure I want to comment on this one-

Capabilities:

- Overhaul/Repairs/Inspection
- Engines & All Components

Media Presence:

Presence is inconsistent and lacking- only attribute is Facebook (400)

West Coast Turbine

Repairs, Engine Management

Mission and Purpose:

“West Coast Turbines will travel to your facility, usually within 24 hours or less, to accomplish all your engine, line, and heavy maintenance repairs”

- These keep getting worse...
- No clarity in bigger objective or purpose, if company cannot find overarching value proposition point in both a captivating and influential way, stakeholders will not understand and connect to the bigger collective

Media Presence:

Webpage looks like it was thrown together in a couple hours, poor layout and design.

Where are the media channels? They don't exist. Lack of application among evolving technique and market skill has led West Coast Turbine into a state of unawareness. Brand recognition and stakeholder affiliation could be suffering in turn.

Croman Corporation

Aerial Support and Heavy Lift Experts

Mission and Vision:

“Performance and precision when and where you need it”

- Strongest mission statement I have in comparison to competitors, short and impactful, obtains bigger purpose
- However- it still isn't incredibly strong and does not exemplify a more purpose-driven ambition in regard to the greater collective of society- perceptions must be influenced in order to drive support and identity

Media Presence:

Media presence is lacking. Its only source of public media besides homepage is their Facebook page, which lacks consistency in content publication.

Sikorsky Helicopters - Lockheed Martin

Manufacturing, Operations

“We've been pioneering flight solutions that bring people home everywhere, every time since 1923. Together with Lockheed Martin, we bring an unwavering commitment to help our customers succeed.

“Lockheed Martin. Your mission is Ours.”

Media Presence:

Sikorsky has a strong media presence, with a considerable following. Their Facebook carries reach among 90,000 followers. Even more so, its Twitter page has surmounted to over 110,000 followers. Sikorsky's posts are consistent; with action clips and pictures that better depict Sikorskys day-to-day operations.

Audiences

Carson holds unique deliverables as it works to design and manufacture upgrades for legacy helicopters. Operating under service for government contract and private contract, their current audience better captures those interested in the manufacturing and repair work of aircrafts in both sectors. Carson's unique value proposition and ability to produce both diverse and top of the line equipment gives it the opportunity to target several audiences.

Among audience breakdown, we can identify that its immediate target market is **Aircraft Services**. Analyzing a blend of both current and prospect clients will aim towards drawing better conclusions on how to both build and maintain future contracts.

Suppliers / Partners

GE - General Engines

Significant Customers

Government Contracted

Commercial Operators

Carson has worked under several government contracts, more recently. the U.S. Department of State. British Royal Navy, and U.S. Marines through Marine One.

Privately Contracted

In addition to its government contracts, the corporation has also proclaimed several private contracts. A considerable amount of Carson's private contracts is made between CHI, Croman, and VIH.

Prospect Market

The organization's efforts must work towards creating more scope and perspective among potential partner relations. Carson must use a blend of creative marketing tactics to further its reputational status among stakeholders.

Channels and Messages

Carson Helicopters Homepage

<https://www.carsonhelicopters.com/>

Carson Helicopters- Facebook Page

<https://www.facebook.com/pages/category/Heliport/Carson-Helicopters-127057907355901/>

YouTube

Carson helicopters has several videos posted about the company, but not among the corporation. With high viewings in videos such as “Carson Water and Fire”, as well as “Sikorsky S-61 Fire King from Carson Helicopters in action”, the company has gained over a multitude of 35,000 views.

Performance

When analyzing the overall efforts of Carson’s business and communication strategies, there are several facets we can further identify in congruence with output and effect.

Corporate Identity

One of the most defining factors in brand reputation and management is its corporate identity. Establishing a lead mission and vision as an organization not only sets precedent among collective objectives, but it forms perception and influence among key stakes.

Currently, Carson does not have a definitive mission and vision statement. Rather, its corporate identity is marked through their “About” section on the company’s homepage.

Internal Relations

Internal communication among company employees is marked with importance and effectiveness at the corporation. With a diverse workforce compiled of an executive team, engineers, technicians, mechanics, and support staff, they can connectivity and consistently work with one another to ensure objectives are met.

When a project is under contract, the engineering team works through a level of command. Engineering Manager, Thaddeus Sheard, directs the engineers through focus groups. Ultimately, this ensures that each individual engineer can harness their specialty for best output.

Hangar Operations (Mechanics)

External Relations

Efforts among external means of communication vary, but work towards proclaiming the same outcome. A blend of communications occurs between VP, General Counsel, Director of Maintenance, and Foreign Agents to both propose and communicate business efforts.

Forms of Medium

Carson Helicopters holds limitations among current efforts in mass media. It's current sources of media include the corporate homepage and Facebook page. With the evolution of technology, the use of social media has deemed essential in brand recognition and stakeholder engagement. Carson must expand their current mass media present and maintain consistent content delivery.

Key Issues

Through analysis, it's interpreted that Carson helicopters holds a trained and developed team, with extensive knowledge in Avionics operations. The capabilities that the corporation currently holds are not reaching full potential due to various other facets in corporate development. For Carson to further its business development, certain deliverables among the corporation call for reassessing.

Brand Reputation and Management

Definitive Brand Identity

Displayed within this document, it is clear to identify that many of Carson's current competitors are working to leverage market capitalization through better defining who they are and what they do. By creating a statement that better depicts the company's mission, vision, and value sets, Carson can work towards creating more perception and understanding among what it stands for.

External Stakeholder Relations

Mass Media Presence

Research and observation have better shown that the company lacks mass media presence. Now more than ever, it is essential to further develop and utilize channels of medium. Ultimately, using social media will allow the corporation to expand audience recognition and perception

Strategic Recommendations

Identify Corporate Vision and Mission

First and foremost, Carson needs to develop a definitive “I AM” statement, identifying the corporation and what it is that holds true to their identity as an organization. This statement works to describe the “WHY” factor in organizational output.

By adopting a clear mission and vision, Carson helicopters can be regarded not only through what they do, but why they do it.

Brand Cohesion

Adopting a set mission and value set is essential in determining perceptions marked upon the corporation. However, understanding of corporate identity cannot be made without cohesion of new principles among current business practices. All company deliverables (Websites, social media, Designs, etc.) must consistently adopt mission and vision to ensure levels of understanding and consistency are met.

Establish Strong Media Presence

Several of Carson’s competitors can facilitate presence on Twitter, Facebook, LinkedIn and other sources of medium. Not only will social media presence further brand recognition, but it will also better identify the corporation through its media deliverables. Gaining and maintaining an online presence on behalf of Carson will create awareness around brand and identity, as well as work toward s reaching potential clientele.

Build Stronger External Relations

To ensure that Carson Helicopters is creating mutual and beneficial relationships between customers, there must be further development in external relations. By creating a more consistent flow of outreach, connection can be formed between deliverables. External relations among corporate affiliations extends beyond current customers and embodies both prospective clients and any outside stake that has an impact on brand reputation.

Conclusion

Carson Helicopters Inc. holds substantial room for growth. The company can define its means of output in several market sectors, with unique, cutting-edge technology in each. Its staff is built upon a collective of like-minded individuals who have an overarching goal of delivering effective aviation performance measures.

While the company's strong suit lies within its internal stakes, it cannot reach full effectiveness without strategic means of communicating with its publics. In order for Carson to create more brand recognition and positive perception, re-evaluation needs to be made among corporate identity. Creating a set mission and vision for the corporation will not only drive employee output through understanding of a bigger objective, but it will also shape collective perception among publics.