



# EIB World Trade Headlines

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## Evolutions In Business is pleased to Announce The 2016 GINA Award Winners *For Outstanding Commitment to Export Compliance*



**Winner of the Individual GINA Award:**  
*Doug Nelson of Senior Aerospace Ketema  
El Cajun, CA*

**Winner of the Company-Wide GINA Award:**  
*Accurus Precise Machining  
Tulsa, OK*

**CONGRATULATIONS and THANK YOU for your dedication!**

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## Soyuz Delivers! Arianespace's 1st 2017 Mission

Arianespace began its busy 2017 launch schedule with a Soyuz mission tonight that marked multiple “firsts” in orbiting the Hispasat 36W-1 telecommunications satellite on a flight from the Spaceport.

Departing at the exact planned liftoff moment of 10:03:34 p.m. (local time in French Guiana), Soyuz flew a 32-minute profile to release its satellite passenger into geostationary transfer orbit (GTO) – the first mission that Arianespace’s medium-lift Soyuz has performed for a GTO deployment while operating from the Spaceport.

Today’s success was Soyuz’ 16th launch from French Guiana since it began service at the Spaceport in 2011, and was designated Flight VS16 in Arianespace’s launcher family numbering system. The workhorse Soyuz vehicle previously delivered payloads on Spaceport missions to circular Earth orbits, low-Earth orbits, Sun-synchronous orbits, and an elliptical orbit for an Earth escape trajectory.

“This flight once again demonstrates the availability and flexibility of Arianespace’s launch vehicle family at the service of our customers,” said Stéphane Israël, the company’s Chairman and CEO in comments from the Spaceport.

Europe’s “SmallGEO” makes its debut  
Another first on tonight’s mission involved the Hispasat 36W-1 satellite itself, which is the initial spacecraft built using

Developed by Germany’s OHB System AG under ESA’s ARTES (Advanced Research in Telecommunications Systems) program, the SmallGEO product line offers an entirely European solution in the smaller telecommunications satellite market. It benefits from faster production and testing processes, reduced costs and a broader range of design options.

Once at its orbital position at 36 deg. West, Hispasat 36W-1 will enable Spanish satellite communications operator Hispasat – a leader in the distribution of content in Spanish and Portuguese – to provide a wide range of telecommunications services in Europe, the Canary Islands and South America.

Equipped with 20 Ku-band transponders and the additional capacity of three transponders in Ka band, Hispasat 36W-1 features the innovative RedSAT regenerative payload, along with an antenna equipped with a processor that allows onboard beam reconfiguration.

Hispasat 36W-1 had a liftoff mass of 3,210 kg., with Soyuz delivering an overall payload lift performance of 3,319 kg. on tonight’s Flight VS16 mission.

**A milestone mission for Hispasat and OHB System** With Flight VS16, Hispasat 36W-1 was the seventh satellite launched by Arianespace for Hispasat since 1992. “In doing so, more than 60 percent of Hispasat satellites currently in operation have been orbited by Arianespace,” said Stéphane Israël. “I am sure that we will have future opportunities to deliver for Hispasat!”

Carlos Espinós, Hispasat’s Chief Executive Officer, described the Flight VS16 launch as a “wonderful and exciting moment,” adding: “I want to thank Arianespace’s work, which – as always – has been done with excellence.”



Hispasat 36W-1 was the 15th OHB System-built satellite lofted by Arianespace, with 11 more in Arianespace’s order book for future launches.

Soyuz confirmed its accuracy on Flight VS16, with the following estimated orbital parameters for Hispasat 36W-1’s deployment:

- Apogee altitude: 35,886.5 km. for a target of 35,862.6 km.
- Perigee altitude: 249.4 km. for a target of 250.1 km..
- Inclination: 5.44 deg. for a target of 5.44 deg.

**Keeping up the launch cadence in 2017** As the first Arianespace mission for 2017, Flight VS16 opens a busy launch manifest that targets up to 12 flights during the year, utilizing the medium-lift Soyuz, heavy-lift Ariane 5 and lightweight Vega. Of this total, six are planned between today and late April, underscoring Arianespace’s reactivity in meeting its customers’ launch requirements.

The next mission is scheduled for February 14, using an Ariane 5 to orbit two telecommunications satellite passengers. Designated Flight VA235 in Arianespace’s numbering system, this launch will carry SKY-Brasil-1 for AT&T (Direct TV).

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## Trump sanctions Venezuela vice president on drug trafficking

The Trump administration imposed sanctions against Venezuelan Vice President Tareck El Aissami on Monday, accusing him of playing a major role in international drug trafficking.

The executive decree, the result of a years-long investigation, is bound to ratchet up tensions between the new Republican administration and the United States' harshest critic in Latin America. El Aissami is the most senior Venezuelan official to ever be targeted by the U.S.

The U.S. Treasury Department also sanctioned Samark Lopez, a wealthy Venezuelan businessman the U.S. described as El Aissami's primary front man laundering proceeds through a network of companies in several nations. As part of the action, 13 companies owned or controlled by Lopez, including five in Florida, will be blocked and both men will be barred from entering the United States. Several real estate holdings in the Miami area tied to Lopez and worth tens of millions of dollars were also blocked.

There was no immediate reaction from the Venezuelan government or El Aissami, who has long denied any criminal ties. Lopez released a statement calling the actions baseless and "politically motivated."

The U.S. Justice Department said there were no pending criminal charges against the two men.

The sanctions came a week after a bipartisan group of 34 U.S. lawmakers sent a letter to Trump urging him to step up pressure on Venezuela's socialist government by thoroughly investigating El Aissami and immediately sanctioning top officials responsible for corruption and human rights abuses, including ones mentioned in an Associated Press investigation on corruption in food distribution and sales.

In the wake of President Nicolas Maduro's bloody crackdown on anti-government protests in 2014, the U.S. Congress passed legislation authorizing the U.S. president to freeze the assets and ban visas for anyone accused of carrying out acts of violence or violating the human rights of those opposing Venezuela's government. But Monday's sanctions were imposed under rules passed during the Clinton administration allowing the U.S. to go after the assets of anyone designated a drug kingpin.

El Aissami, 42, has been the target of U.S. law enforcement investigation for years, stemming from his days as interior minister when dozens of fraudulent Venezuelan passports ended up in the hands of people from the Middle East, including alleged members of Hezbollah.

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Venezuela's top convicted drug trafficker, Walid Makled, before being sent back from Colombia in 2011, said he paid bribes through El Aissami's brother to officials so they would turn a blind eye to cocaine shipments that have proliferated from Venezuelan ports and airports during the past two decades of socialist rule.

The action Monday made no mention of any ties to Hezbollah but said El Aissami had worked with drug traffickers in Mexico and Colombia to oversee multiple U.S.-bound cocaine shipments from Venezuela of over 1,000 kilograms.

El Aissami was named vice president last month as Maduro struggles to hold together a loose coalition of civilian leftist and military supporters whose loyalty to the revolution started by the late Hugo Chavez has frayed amid triple-digit inflation and severe food shortages. Recent polls say more than 80 percent of Venezuelans want Maduro gone.

The son of Syrian and Lebanese Druze immigrants, El Aissami is feared by many in the opposition for his association with Venezuela's intelligence services from his long run as interior minister under Chavez. Since El Aissami became vice president, Maduro has handed him control of an "anti-coup commando unit" to go after officials and opponents suspected of treason.

A former Obama administration official said the decision to sanction El Aissami was held up last year, at the insistence of the State Department, for fear it could interfere in a Vatican-backed attempt at dialogue between the government and opposition as well as efforts to win the release of a U.S. citizen, Joshua Holt, jailed for months on what are seen as trumped-up weapons charges.

"This was an overdue step to ratchet up pressure on the Venezuelan regime and signal that top officials will suffer consequences if they continue to engage in massive corruption, abuse human rights and dismantle democracy," said Mark Feierstein, who served as Obama's top national security adviser on Latin America.

The talks between the opposition and Venezuela have since collapsed. The opposition blames Maduro's administration, saying it didn't follow through on a pledge to free dozens of political prisoners or set a date for regional elections after the government suspended a recall referendum against the president in October.

"The sanctions in and of themselves will not bring about a democratic transition," Feierstein said. "That will require the Venezuelan opposition to remobilize its followers and U.S. diplomatic efforts to marshal governments in the region to isolate Maduro."

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Tensions between the U.S. and Venezuela have been on the rise for years. The countries haven't exchanged ambassadors since 2010.

But Trump mentioned the country only briefly during the campaign and it wasn't clear if he signed off on the designation. Senior administration officials would only say anyone who had a need or desire to know was consulted.

Amid uncertainty on whether Trump would break from the Obama administration's policy of relative restraint, Maduro had been holding back his normal fiery rhetoric. After blasting Trump as a "bandit" and "mental patient" during the campaign, Maduro has remained quiet since.

"He won't be worse than Obama, that's the only thing I dare to say," Maduro said last month in an appeal to supporters to withhold judgment on Trump.

Maduro made no mention of the U.S. decision at an event Monday night alongside a visiting Chinese delegation. In the wake of a travel ban against top Venezuelan officials in 2014, Maduro ordered the U.S. to slash staffing at its embassy in Caracas, accusing diplomats of conspiring to overthrow his government.

Lopez, who was known to shuttle between the U.S. and Venezuela on a privately owned Gulfstream 200 jet that was also blocked by Monday's actions, controls a network of companies spanning Venezuela, the British Virgin Islands and Panama that did business with the Venezuelan government in the food, logistics and oil industries, the Treasury Department said.

He was also listed as recently as 2012 as a major shareholder in Intercontinental Bank, a U.S. financial institution with a single branch in Miami, although that wasn't among the assets designated by Monday's action. Several of the U.S. companies list as their address a \$2.4 million Miami condo in the trendy Brickell neighborhood with three pools and wraparound ocean views.

In his statement, Lopez said he would seek all legal remedies, saying he is not a government official and is being targeted only because of his relationship to El Aissami.

"The listing is unjustified in targeting a legitimate businessman," said the statement on a new English-language website that portrays Lopez as an entrepreneur and philanthropist committed to Venezuela's development.

## Auburn Manufacturing wins anti-dumping claim against China

BY STAFF

The U.S. International Trade Commission voted unanimously in favor of Auburn Manufacturing, ruling that Chinese manufacturers have sold an unfairly subsidized heat resistant fabric in the United States at less than fair value, putting the Auburn-based company at a competitive disadvantage.

With this decision, the U.S. Department of Commerce will instruct U.S. Customs and Border Protection to collect anti-dumping and countervailing duties on imports of the heat resistant fabric products by Chinese producers.

"Maine businesses and Maine workers can compete and win against anybody in the world — but the rules need to be fair," said Sens. Susan Collins, R-Maine, and Angus King, I-Maine, and Reps. Chellie Pingree, D-District 1, and Bruce Poliquin, R-District 2, in a joint written statement announcing the ITC ruling. "After a long and hard-fought effort, we are tremendously pleased the ITC has [Wednesday] voted unanimously in favor of Auburn Manufacturing and to stand up for Maine jobs against illegal trade from China. This is welcome news for AMI, its workers, and for our great state of Maine."

Led by owner Kathie Leonard, AMI has pushed back against the rise in unfairly traded imports of ASF, a heat-resistant material, from China. Last month, everyone in the Maine delegation gave testimony in support of AMI during an ITC hearing in Washington.

AMI is a small manufacturing producer with two locations in Auburn and Mechanic Falls. It employs 40 people and is a leading producer of high performance, heat-resistant fabrics and textiles.

The company first filed a petition with the ITC in January 2016. It has lost business and had to lay off workers as a result of illegally subsidized and dumped Chinese imports, according to the statement issued by the Maine congressional delegation

## SOME DELAYS AT STATE CONTINUE STATE DEPARTMENT CARRIES OUT LAYOFFS

Harvard turns Trump down for national security adviser  
While Rex Tillerson is on his first overseas trip as Secretary of State, his aides laid off staff at the State Department on Thursday.

Much of seventh-floor staff, who work for the Deputy Secretary of State for Management and Resources and the Counselor offices, were told today that their services were no longer needed.

These staffers in particular are often the conduit between the secretary's office to the country bureaus, where the regional expertise is centered. Inside the State Department, some officials fear that this is a politically-minded purge that cuts out much-needed expertise from the policy-making, rather than simply reorganizing the bureaucracy.

There are clear signals being sent that many key foreign policy portfolios will be controlled directly by the White House, rather than through the professional diplomats.

Not a single State Department official was included in the White House meetings with Israeli Prime Minister Benjamin Netanyahu this week. Trump's son-in-law, Jared Kushner - who has no regional expertise or diplomatic experience - had a greater role in the meeting than the Senate-confirmed secretary of State.

Rex Tillerson was absent Wednesday but did join Kushner and Netanyahu for dinner the night before. Acting Deputy Secretary of State Tom Shannon was on the official schedule to take his place but was then shut out of the White House meeting.

In an emailed statement to CBS News, a State Department official explained that the decision to modify the meeting was made at the White House to "allow for a more personal discussion." That presumably is a reference to the long-standing friendship between Trump, Kushner, and Netanyahu.

That particular incident was disheartening to many State Department officials who hope that Mr. Tillerson - who had a long career as Exxon Mobil's CEO - will bring his worldly experience and management to a building that has been demoralized by the Trump administration's antipathy toward multilateralism and cavalier approach to diplomacy.

Two sources also told CBS News that Ambassador Kristie Kenney, the Counselor of the State Department and one of the last remaining senior officials, was informed that she will be let go. She is a career foreign service officer who had served as an ambassador under Presidents Obama, Bush and Clinton. Her staff was told that Secretary Tillerson does not intend to fill the counselor's position anytime soon.

While positions are often reshuffled during transitions and those perceived as politically-oriented are moved aside, the departures leave the positions vacant at a time of global instability. In Thursday's presser, President Trump referred to "mass instability overseas, no matter where you look."

"The middle east is a disaster," he complained. "North Korea - we'll take care of it folks; we're going to take care of it all. I just want to let you know, I inherited a mess."

"It is irresponsible to let qualified, nonpartisan, experienced people go before you have any idea of their replacement. You can't do foreign policy by sitting in the White House, just out of your back pocket," explains Tom Countryman, Former Assistant Secretary for Non-Proliferation who was let go earlier this month. Countryman worries that the White House is displaying an intent not rely on the State Department for foreign policy in that no one will be in place to challenge the edicts drawn up in the Oval Office.

This may be what President Trump was referring to when he repeatedly said that "our people" are not yet in place at U.S. government agencies. He blamed the leaks of embarrassing White House transcripts of his phone calls with foreign leaders - including difficult conversations he had with Mexico and Australia - on officials who had previously worked for the Obama Administration.

R.C. Hammond, a State Department spokesman, did not respond to the specific question of what motivated the layoffs but provided the following statement: "As part of the transition from one administration to the next we continue to build out our team. The State Department is supported by a very talented group of individuals, both Republicans and Democrats. We are appreciative to any American who dedicates their talents to public service."

Hammond previously worked for Newt Gingrich and is a new hire at the State Department.

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## Portable hub encrypts your Wi-Fi on the road [Week's Newest Deals]

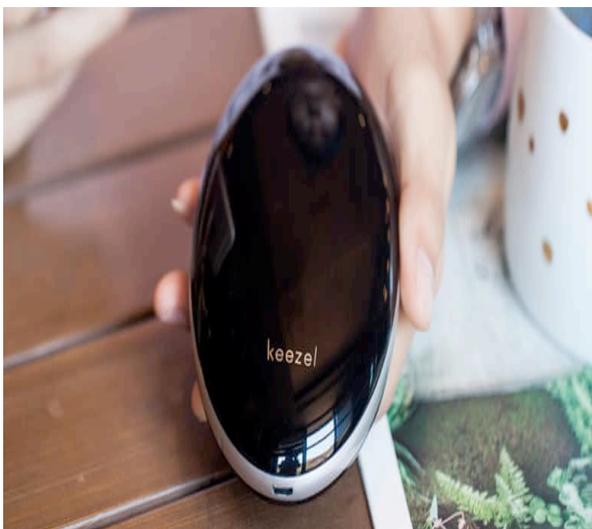
Whenever you go online, you're vulnerable to all sorts of hazards and headaches. That makes the new portable encryption hub at the Cult of Mac Store a must-see.

It's just one of the awesome new deals we've got this week. You'll also find what amounts to an IP cloaking device in the form of a VPN, a set of five interchangeable lenses for iPhone, and a sleek stand for MacBook Air that doubles as a USB hub. Everything's going for a fraction of the usual price.

Keezel: 2-Year Premium Subscription (Pre-Order) – 16% off

When you hop on public Wi-Fi in hotels, coffee shops and airports — basically anywhere — you'll want to take steps to secure your connection. A \$1 million Kickstarter star, Keezel is a portable internet encryption device that protects all your sensitive information against snoops and thieves, with just the push of a button.

There's no installation or repetitive configuration needed. It'll secure the connection of any device you assign, maintaining high speeds as it routes traffic through 1,250 VPN servers in more than 160 countries. As an added bonus, you'll get to bypass those pesky location restrictions on streaming content.



## CEO Series: Launching Arizona's aerospace industry

KinetX Aerospace faced a Herculean challenge when it was asked to develop a navigation system to guide the fastest spacecraft ever launched to the farthest destination ever explored.

"We have done navigation to a number of planets, but it was a different kind of challenge going to Pluto," says Kjell Stakkestad, president and CEO of KinetX Aerospace. "We had to travel 3.5 billion miles and had to hit a very precise box. It was like having to hit a dime from 5 miles away."

But KinetX delivered. After a journey of 9½ years and more than 3 billion miles, the team from KinetX helped the New Horizons spacecraft hit its mark and captivate the world with the first close-up images of Pluto.

Operating out of Tempe, KinetX Aerospace is a privately held company that specializes in the design, development and operation of large-scale space systems, in addition to working on deep space missions. It is the only private company involved in deep space exploration.

Az Business had an out-of-this-world discussion with Stakkestad about the state of space in Arizona.

Az Business: What's the story of KinetX?

Kjell Stakkestad: What we do is we make systems work. We helped the IRIDIUM satellite system get working and we are the longest-running subcontractor for IRIDIUM. We have also worked on defense projects and worked on communications systems for the military.

Now, we are trying to use what we've learned to develop intellectual property that allows soldiers to use cell phones instead of big backpacks for communications. We are using our systems to tie genetics to cancer treatment and drug trials. The medical community has all these great methods to measure everything you could imagine in a patient. But how does it all fit together? That's what we do: systems engineering.

AB: What are you working on now?

KS: The most flashy stuff we do is space and we are very proud of that. We just launched a mission to get asteroid samples from Bennu. This project is difficult because Bennu is only 500 meters across, so navigation is tricky. There is a lot of physics and a lot of math. There's no plugging it into a formula and doing it. But the information we're going to get from Bennu will help scientists examine the origin of our planet, so it's exciting.

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AB: How is Arizona as a place to operate an aerospace company?

KS: The state is fantastic and has a lot of spectacular space work going on. ASU, Northern Arizona University and the University of Arizona have some of the best programs in the world. But the state has some problems, too. Arizona helped put the largest set of satellites into orbit and got almost no press. Arizona is in the top three or four states for aerospace and we tout it far less than other states. I think there are a lot of opportunities for Arizona to get itself more on the map and we miss those opportunities.

AB: What should we be doing so we don't miss those opportunities?

KS: If we had a vibrant advocacy group fighting for (and focused on) the aerospace industry, you would see commercial space and space work in Arizona grow dramatically. Arizona is a place where people want to come. The only drawback is that we have to do something about the education system. When we try to attract people here, they say, "You're 49th in education." It doesn't preclude people from coming, but these are educated people and they want their children to be well educated. So we need to do something about that.

## CBP Posts Advice on New Document Requirements for Subheading 9801.00.10 - U.S. and Foreign Goods Returned Claims

In CSMS #17-000046 message, dated January 31, 2017, CBP issued guidance on documentation requirements for the new 9801.00.10 – U.S. and Foreign Goods Returned provisions mandated by section 904(b) of the Trade Facilitation and Enforcement Act of 2015.

### Background

On April 25, 2016, a change to the Harmonized Tariff Schedule of the United States (HTSUS) Chapter 98 – U.S. goods returned – went into effect. Specifically, section 904(b) of the Trade Facilitation and Enforcement Act of 2015, "Modification of Provisions Relating to Returned Property," amended HTSUS subheading 9801.00.10 to read as follows:

Products of the United States when returned after having been exported, or any other products when returned within 3 years after having been exported, without having been advanced in value or improved in condition by any process of manufacture or other means while abroad

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The expansion of subheading 9801.00.10 includes all products exported from and returned to the United States, regardless of country of origin. For U.S. origin products, there is no time limit on filing a claim. For foreign origin products, there is a 3-year time limit. The provision affecting "Returned Property" applies to U.S. or foreign articles returned to the United States and entered or withdrawn from warehouse for consumption on or after April 25, 2016.

### Guidance

CBP has advised that the following documents may be requested from the importer to determine if the duty free exemption under 9801.00.10 applies for either U.S. manufactured goods exported from and returned to the United States at any time, or foreign origin goods exported from the United States and returned within the 3-year time limit:

1. For either U.S. manufactured goods or foreign origin goods (for formal entries valued over \$2,500 only): Declaration by Foreign Shipper indicating that the products were not advanced in value or condition while outside the United States or a certificate from the master of a vessel stating that the products are returned without having been unladen from the exporting vessel may be accepted in lieu of the declaration by the foreign shipper.
2. For U.S. manufactured goods (for formal entries valued over \$2,500 only): for U.S. goods formally entered that are not clearly marked with the name and address of the U.S. manufacturer, CBP may require a Manufacturer's Affidavit confirming that the articles were made in the United States.
3. One of the following documents will be deemed sufficient proof of export from the United States for U.S. manufactured goods or foreign origin goods, provided the information contained therein proves an export from the United States:
  - a. Copy of the entry into the foreign country;
  - b. U.S. export invoice or bill of lading/airway bill; or,
  - c. Electronic Export Information (EEI) or the Automated Export System (AES) filing exemption.
4. For aircraft and aircraft parts and equipment returned to the United States by or for the account of an aircraft owner or operator and intended for use in his own aircraft operations, within or outside the United States, a CBP Form 3311, or its electronic equivalent may be used as stated in 19 CFR 10.1.
5. For U.S. origin goods that were originally exported under a Department of State license that are now being re-imported, formal entry is required regardless of value along with the Directorate of Defense Trade Controls (DDTC) Partnership Government Agency (PGA) message set.
6. For U.S. manufactured aircraft returning to the United States that were sold to a foreign government under the Foreign Military Sales Program, formal entry is required if any maintenance is being performed on the aircraft while in the United States. The repairs have to be authorized via a specific case line in the Letter of Offer and Acceptance (LOA). The LOA is the agreement between the United States and the foreign government regarding the sale of munitions and other articles to the foreign government.

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a. At the time of export of the aircraft, the EEI has to be filed for the maintenance of the aircraft.

7. For U.S. manufactured aircraft returning to the United States that were sold to a foreign government under the Foreign Military Sales program, where modifications or enhancements will be made to the aircraft, then the following is required for the import and subsequent export of the aircraft:

a. Formal entry is required.

b. At the time of export, the EEI submission is required, citing the Directorate of Defense Trade Controls export license (DSP-5).

CBP has advised its field operations to continue to use risk management in reviewing formal claims filed under 9801.00.10.

The inability to produce the identified documents when requested can result in the denial of the claim and possible expansion to similar situations.

## CORRECTING and REPLACING PEMCO Hosts LEAN Summit for US Airlines, Aerospace and Florida-Based Companies

The corrected release reads:

### PEMCO HOSTS LEAN SUMMIT FOR US AIRLINES, AEROSPACE AND FLORIDA-BASED COMPANIES

Aviation maintenance, cargo conversion and engineering company, PEMCO World Air Services (PEMCO), hosted its 2nd Annual PEMCO LEAN Summit last week at its Tampa International Airport headquarters. The Summit was created for companies from various sectors to share their Lean journey, including experiences, triumphs, and failures.

“We believe there is value in collaborating with different companies,” shared Ben Macre, PEMCO director of continuous improvement. “Every organization has something to share in their quest to operational excellence.”

Lean, a term introduced by Toyota in the late 1980s, is a systematic method for the elimination of waste within a manufacturing system. Though originally applied to manufacturing concepts, “Lean applies in every business and every process. It is not a tactic or a cost reduction program, but a way of thinking and acting for an entire organization,” according to the Lean Enterprise Institute, a nonprofit education, publishing, research, and conference organization.

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The PEMCO LEAN Summit is not a seminar, or training session, but the beginning of an ongoing opportunity to learn and improve together. The three-day program consisted of presentations, discussions and team building lead by attendees, with the goal of creating new ideas to apply towards their own Lean programs.

“I thought it was the perfect blend of learning, networking and seeing LEAN practices up close,” said a program manager from a US-based LCC. He continued, “It was very evident from the presentations and interactions I had with others at the Summit that these concepts, when applied correctly, have amazing transformational results within companies across all industries.”

The Summit included almost 30 Lean champions, coordinators, and implementers from companies in various stages of their Lean journey, many of which traveled across the US to Tampa, Fla. to attend. Attendees included representatives of several US-based airlines, Broward College, Infospectrum, LAUNCH Avionics, The Mosaic Company, PSCU, Regent Aerospace, Stellar Industrial Supply, and University of South Florida professors and students.

“I gained new ideas and tips on conducting successful kaizen events,” commented attendee and presenter Dr. Deborah Posner, associate vice president of the Office of Institutional Planning and Effectiveness at Broward College in Fort Lauderdale, Fla. “The LEAN Summit was excellent. It was well-organized, with a good variety of topics and perspectives on Lean implementation.”

PSCU Senior Process Engineer Joshua Patterson stated, “Each Lean story provided a new look and approach to developing and deploying Lean methodologies in a wide range of cultures and industries.”

Since introducing Lean manufacturing processes into PEMCO’s MRO operations in January of last year, the company has improved key metrics such as quality, efficiency, safety, and on-time performance.

“Our Lean program has improved our overall operations and I wanted to share our story with partners and colleagues,” said PEMCO CEO Pastor Lopez. “PEMCO continues to lead the way that Lean is applied to the aviation maintenance industry. We hope the openness and transparency of the Summit encouraged everyone that attended.”

PEMCO will host its 3rd Annual PEMCO LEAN Summit next year with plans for expansion. If you’d like to learn more or attend, contact Ben Macre: [ben.macre@pemcoair.com](mailto:ben.macre@pemcoair.com).

About PEMCO World Air Services, Inc.

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PEMCO World Air Services, an Airborne Maintenance and Engineering Services (AMES) company, serves customers from airlines to private operators. Having developed over 70 STCs and modified over 350 aircraft and with conversion partnerships in China, Costa Rica and Canada, PEMCO's cargo conversion program is the global leader in narrow-body passenger-to-freighter aircraft conversions. PEMCO and AMES, a wholly-owned subsidiary of Air Transport Services Group, Inc. (NASDAQ: ATSG), offer 340,000 sq. ft. of hangar space in Tampa, Fla. and 315,000 sq. ft. of hangar space in Wilmington, Ohio, combined to provide a range of services to the aviation sector including heavy maintenance, line maintenance, cargo conversions, engineering services, material sales and manufacturing. Combining the maintenance experience as an Airborne Maintenance and Engineering Services company with industry-leading conversion capacity, PEMCO World Air Services is a leading provider of services for Boeing and Airbus fleets. For more information, please visit PEMCOAIR.com or AIRBORNEMX.com.

## Night Vision Goggles Market Set to Grow Exponentially by 2026

Image intensifying devices are generally based upon amplification and thus, amplify available light by 2,000 to 5,000 times. With the advancements made in technology from 1950s to the present time, the scenario has changed completely. High military demands in U.S., Iraq, and Afghanistan has led to the growth of the night vision goggles market over the past few years. The distance at which the human-sized figure can be clearly recognized depends upon the image intensifier and magnifying power of the lens used. Night vision goggles are equipped with the automatic breakaway mechanism that separate them from the helmet when the force exceeds 11g to avoid any accidents during the war.

### Night Vision Goggles Market: Dynamics

#### Drivers:

Small size and light weight are the primary factors responsible for driving the growth of global night vision goggles market. Furthermore, low cost of goggles and low power requirements are the other two factors driving the growth of global night vision goggles market. Moreover, night vision goggles offer maximum viewing range, which can be from 100 feet to 400 feet. This range is ideal for the combat missions conducted by soldiers and this is yet another driving factor fueling the growth of global night vision goggles market.

#### Restraints:

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The normal field of view may cut down from 190 degrees to 40 degrees, creating a narrow field of view. This is a restraining factor hindering the growth of global night vision goggles market. Apart from this, night vision goggles cannot provide the same level of sharpness as witnessed by naked eye during day time and that one is accustomed to. Moreover, one of the other restraining factors hampering the growth of global night vision goggles market is that the sharpness decreases as the distance increases. This makes the objects to appear unclear and vague, leading to accidents during the war.

### Night Vision Goggles Market: Segmentation

Global night vision goggles market can be segmented on the basis of application, range and technology. Based on application, the global night vision goggles market can be segmented into security, hunting, military and others. According to technology, global night vision market can be segmented into image enhancement and thermal imaging. According to the range, global night vision goggles market can be segmented into spectral range and intensity range.

### Night Vision Goggles Market: Key Players

Some of the market participants in the global night vision goggles market are as follows:

- PYSER-SGI LIMITED.
- Optix LTD.
- ATN Corporation
- Nivisys, LLC
- Tata Advanced Systems Limited
- Newcon Optik
- General Starlight Co, Inc.
- Starlight NV Ltd
- Dipol Ltd.
- Harris Corporation



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## Night Vision Goggles Market: Region-wise Outlook

According to region, global night vision goggles market can be segmented into North America, Western Europe, Eastern Europe, Japan, APEJ, Latin America, and Middle East and Africa. North America is expected to be the most dominating night vision goggles market, with U.S. accounting for maximum consumption, owing to army and military requirements. Asia Pacific, excluding Japan and Western Europe, is expected to grow significantly during the forecast period due to high demand in the region which is driven by security and surveillance needs. Middle East and Africa and Eastern Europe are anticipated to be the majorly growing regions in the global night vision goggles market.

The research report presents a comprehensive assessment of the market and contains thoughtful insights, facts, historical data, and statistically supported and industry-validated market data. It also contains projections using a suitable set of assumptions and methodologies. The research report provides analysis and information according to market segments such as geographies, application, and industry.

The report covers exhaust analysis on:

- Market Segments
- Market Dynamics
- Market Size
- Supply & Demand
- Current Trends/Issues/Challenges
- Competition & Companies involved
- Technology
- Value Chain

Regional analysis includes:

- North America (U.S., Canada)
- Latin America (Mexico, Brazil)
- Western Europe (Germany, Italy, France, U.K, Spain)
- Eastern Europe (Poland, Russia)
- Asia Pacific (China, India, ASEAN, Australia & New Zealand)
- Japan
- Middle East and Africa (GCC Countries, S. Africa, Northern Africa)

(\*Continued On The Following Column)

*“Don’t spend so much time trying to choose the perfect opportunity, that you miss the right opportunity.”*

– Michael Dell

The report is a compilation of first-hand information, qualitative and quantitative assessment by industry analysts, inputs from industry experts and industry participants across the value chain. The report provides in-depth analysis of parent market trends, macro-economic indicators and governing factors along with market attractiveness as per segments. The report also maps the qualitative impact of various market factors on market segments and geographies.

Report Highlights:

- Detailed overview of parent market
- Changing market dynamics in the industry
- In-depth market segmentation
- Historical, current, and projected market size in terms of volume and value
- Recent industry trends and developments
- Competitive landscape
- Strategies of key players and products offered
- Potential and niche segments, geographical regions exhibiting promising growth
- A neutral perspective on market performance
- Must-have information for market players to sustain and enhance their market footprint

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