



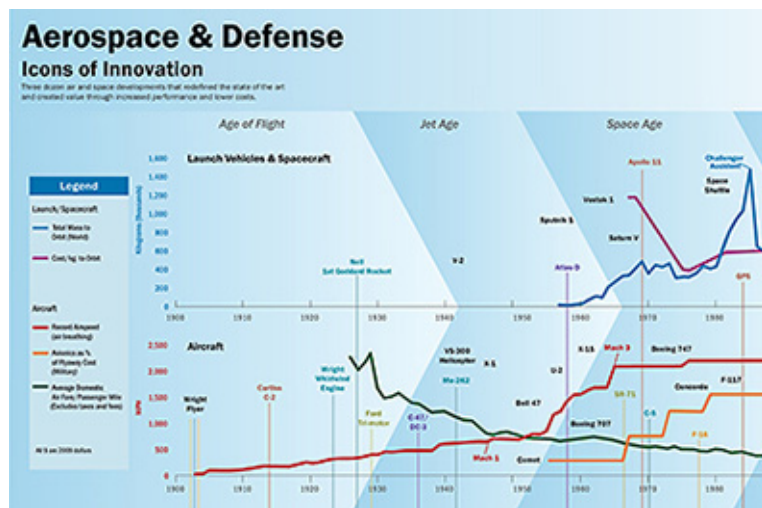
A Closer Look: Aerospace & Defense

CRA Charles River
Associates

October 2009

Aerospace & Defense Icons of Innovation

Remarkable, cutting edge technologies are commonplace in the A&D industry. This is due to a legacy of aerospace innovation spanning more than a century and originating in achievements from the centuries prior. In “Aerospace & Defense Icons of Innovation,” CRA has charted a history of pivotal industry advances and set them against a backdrop of performance metrics, major historical events, and the evolution of the basic systems that make up the modern aircraft we know today. “Aerospace & Defense Icons of Innovation” appears in this week’s *Aviation Week & Space Technology*, a special double issue that focuses on innovation and also features an article describing a CRA White Paper, “Innovation in Aerospace & Defense.”



“Innovation in Aerospace & Defense” was developed in partnership with *Aviation Week*, and it examines how shifting customer needs, organizational structures, funding and financing, an aging workforce, and recent high profile failures in large, complex programs are all affecting the industry’s ability to maintain its impressive track record of innovation. The CRA White Paper also makes actionable recommendations for how the industry can meet these challenges and foster even greater innovation going forward.

For a full-size version of the “Aerospace & Defense Icons of Innovation,” [click here](#).

To read the *Aviation Week* article describing the CRA White Paper, [click here](#).

For a copy of the CRA White Paper, “Innovation in Aerospace & Defense,” [click here](#).

About aerospace and defense consulting at CRA

Aerospace and defense consulting at Charles River Associates combines deep industry knowledge, rigorous analytic techniques, and trusted objectivity to guide executive decisions about critical choices. To learn more, please visit www.crai.com/aerospace.

Contact

Steven C. Grundman
Director, Aerospace & Defense Consulting
+1-617-425-3168
sgrundman@crai.com

Jeffrey Roncka
Washington Director, Aerospace & Defense Consulting
+1-202-662-3942
jroncka@crai.com

Charles Armitage
London Director, Aerospace & Defense Consulting
+44-20-7664-3671
carmitage@crai.com

Ben Doeckel
Houston Director, Aerospace & Defense Consulting
+1-713-646-2253
bdoeckel@crai.com

Mark Kiefer
Boston Director, Aerospace & Defense Consulting
+1-617-425-3323
mkiefer@crai.com

Jacob Markish
Principal, Aerospace & Defense Consulting
+44-20-7664-3742
jmarkish@crai.com

Charles River Associates is a leading global consulting firm that offers litigation and regulatory support, business strategy and planning, market and demand forecasting, policy analysis, and risk management consulting. Founded in 1965, CRA has offices across North America, Europe, Asia, and the Middle East.



The foregoing has been prepared for the general information of clients and friends of the firm. It is not meant to provide any advice, including consulting, financial, or legal with respect to any specific matter and should not be acted upon without professional advice. If you have questions or require further information regarding this issue of *A Closer Look: Aerospace & Defense*, please contact the contributor or editor at Charles River Associates. This material may be considered advertising.

If you do not wish to receive future updates, email alerts, or invitations to seminars, please let us know by replying to this email and placing "unsubscribe" in the subject line.

2009 Charles River Associates © John Hancock Tower 200 Clarendon Street, T33 Boston, MA 02116