



# CRA Insights: Aerospace & Defense

**CRA** Charles River  
Associates

November 2009

## Power from the People

*The first issue in a series about innovation in aerospace and defense*

A diverse workforce of the best and brightest young talent will help the A&D industry foster more innovation. Steps taken now to make the industry more attractive to the next generation of technical leaders will also pay dividends in the coming years when a significant number of retirements will increase the need for skilled labor. In "Power from the People," we describe the challenges today's A&D industry faces as it attempts to attract and retain top talent. We also offer strategic recommendations that will help move the industry toward a position of greater competitiveness and an even brighter and more capable workforce. This issue is the first in a series based on CRA's White Paper *Innovation in Aerospace & Defense*, which was developed in collaboration with *Aviation Week & Space Technology* and featured in their October 26, 2009, double issue on innovation.

To read CRA's full article on ensuring the right people are in place to foster continued innovation in A&D, [click here](#).

## CRA events

*CRA sponsors Brussels conference on transatlantic defense industrial cooperation*

Charles River Associates was a proud sponsor of the conference on "Challenges and Opportunities in Transatlantic Defence Industrial Co-operation." The conference was co-organized by the North Atlantic Treaty Organization (NATO) and the Royal United Services Institute (RUSI), and it was held on October 15-16, 2009, at NATO Headquarters, Brussels. The event featured a dinner address by Dr. Ashton Carter, US Under Secretary of Defense for Acquisition, Technology, and Logistics, and a keynote address by Mr. Håkan Jevrell, Swedish State Secretary for Defence. CRA's Director for Aerospace & Defense Consulting, Steve Grundman, welcomed participants to the opening dinner with remarks appraising the progress in transatlantic defense industrial integration over the decade since 1999 when Grundman served as US Deputy Under Secretary of Defense for Industrial Affairs and Installations. Steve also moderated a panel discussion featuring European A&D executives on "Consolidation and Rationalization in the Transatlantic Industrial Base." For CRA's presentation introducing this panel, surveying industrial collaboration over the past 10 years from strategic sourcing to mergers and acquisitions, [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](http://www.crai.com/aerospace).

## Contact

Steven C. Grundman  
Director, Aerospace & Defense Consulting  
+1-617-425-3168  
[sgrundman@crai.com](mailto:sgrundman@crai.com)

Jeffrey Roncka  
Washington Director, Aerospace & Defense Consulting  
+1-202-662-3942  
[jroncka@crai.com](mailto:jroncka@crai.com)

Charles Armitage  
London Director, Aerospace & Defense Consulting  
+44-20-7664-3671  
[carmitage@crai.com](mailto:carmitage@crai.com)

Ben Doeckel  
Houston Director, Aerospace & Defense Consulting  
+1-713-646-2253  
[bdoeckel@crai.com](mailto:bdoeckel@crai.com)

Mark Kiefer  
Boston Director, Aerospace & Defense Consulting  
+1-617-425-3323  
[mkiefer@crai.com](mailto:mkiefer@crai.com)

Jacob Markish  
Principal, Aerospace & Defense Consulting  
+44-20-7664-3742  
[jmarkish@crai.com](mailto: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 *CRA Insights: 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