

# The Aerospace & Defense Forum



## Facilitating Communication, Collaboration, and Commerce

April 2020

Issue: 81



### The A&D Forum Newsletter

This issue of the A&D Forum Newsletter focuses on the implications of and advice for successfully guiding A&D companies through the coronavirus pandemic.

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As you can tell by the size of this issue, there is much to be said. Thus, we have divided April's A&D Forum Newsletter into two issues. This issue will focus on The Industry, Manufacturing Management, Leadership, Opportunities, and Events. The next issue, to be published within a week, will focus on Workforce, Government, Coronavirus Resources, and Space.

#### The Industry

- **"Editorial: Why Coronavirus Cannot Kill Aviation"**, Aviation Week, March 20, 2020
- **"Aviation And COVID-19: Preparing For The Long Haul"**, Recording of a webinar from Aviation Week
- **"Coronavirus And Other Black Swans"**, A podcast from Aviation Week

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- **"Governments Take Unprecedented Action To Protect Aviation In COVID-19 Crisis"**, by Ben Goldstein, Michael Bruno, Helen Massy-Beresford, Adrian Schofield, Jens Flottau, Aviation Week, March 27, 2020
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- **"Weekly global economic update"**, By Dr. Ira Kalish, Deloitte Insights, March 23, 2020
- **"Post-Brexit Defense Review Challenged By Costs And Coronavirus"**, By Tony Osborne, Aviation Week, March 20, 2020
- **"It's More Than I Imagined': Boeing's New C.E.O. Confronts Its Challenges"**, By Natalie Kitroeff and David Gelles, New York Times, March 5, 2020
- **"Boeing to temporarily shut down Puget Sound operations amid coronavirus pandemic"**, By Nathan Bomey, March 23, 2020, USA TODAY
- **"Boeing tells some suppliers to stop deliveries immediately, but keep shipping out-of-state"**, By Andrew McIntosh, Puget Sound Business Journal, March 24, 2020
- **"Lockheed offers cash to supply chain, use of private jets for COVID-19 fight"**, By Aaron Mehta, Defense News, March 27, 2020
- **"Opinion - How New 'Predators' Are Reshaping Aerospace Landscape"**, By Antoine Gelain, Aviation Week, March 09, 2020

Manufacturing Management

- **"Aerospace Manufacturing After COVID-19 Will Be Different"**, By Michael Bruno, Jens Flottau, Thierry Dubois, Aviation Week March 20, 2020
- **"How to Prepare Your Organization for the CMMC by End of Year"**, by Jon King, Manager, and Kevin Villanueva, Partner, Cybersecurity Services, Moss Adams

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- **"3 Thoughts for Leaders In a Perilous Time"**, By Patrick Lencioni, Chief Executive, March 23, 2020
- **"Two Principles for Leading Your Organization Through the COVID-19 Crisis"**, Based on insights from Harry M. Kraemer, Kellogg Insight, March 19, 2020
- **"How the crisis will change the way we manage forever"**, By Art Petty, SmartBrief, March 26, 2020
- **"Communicating Through the Coronavirus Crisis"**, By Paul A. Argenti, Harvard Business Review, March 13, 2020
- **"Please Stop Talking about Work for 10 Minutes"**, By Dan Rockwell, LeadershipFreak, March 20, 2020
- **"Leading your team through crisis"**, By Alaina Love, SmartBrief, March 23, 2020
- **"The heart of resilient leadership: Responding to COVID-19 A guide for senior executives"**, By Punit Renjen, Deloitte Insights, March 16, 2020
- **"Strategies for thriving when emotionally hijacked"**, By Susan Fowler, SmartBrief, March 25, 2020

Opportunities

- **Opportunities**

Events

- **"The Coronavirus: Perspectives from A&D Executives on the Front Lines"**, National Online Forum, April 2, 2020, 8-9AM PST, sponsored by The Aerospace & Defense Forum (sold out)
- **"Employee Issues During COVID-19"**, Webinar, April 2, 2020, 4-5PM PST, Sponsored by ACG Los Angeles
- **"COVID-19 And Workforce: Protecting Our Best Assets"**, Webinar, April 3, 2020, 7-8am PST, Sponsored by Aviation Week
- **RSM Weekly Live Webcasts**
- **"Preparing for CMMC Certification"**, Webinar, April 9, 10-11AM PST, Sponsored by Secure the Village
- **"The Future of Manufacturing and Product Support in Aerospace and Defense"**, Webinar, April 21, 2020, 11:00 AM EST, Conducted by Aviation Week Network

Stay safe and healthy!

Ivan Rosenberg  
Co-Founder & Executive Director  
The Aerospace & Defense Forum



## Editorial: Why Coronavirus Cannot Kill Aviation

Aviation Week, March 20, 2020



After a run of unparalleled and seemingly unstoppable prosperity, aviation and aerospace have flown into a perfect storm. The temporary shutdown of Boeing's 737 MAX production line pales in comparison to the impact of the coronavirus pandemic, which first crippled a crucial growth engine, China, and is now decimating air transport markets around the world.

But amid such panic, we need to take a deep breath and remember that this industry has survived many big challenges. Each time commercial aviation has recovered and grown stronger, resuming its long-held trend of outpacing global economic growth.

[Click here](#) to read article.

## Aviation And COVID-19: Preparing For The Long Haul



Recording of a webinar from Aviation Week

The novel coronavirus is wreaking havoc on the aviation industry. Each day brings a new round of fleet groundings, layoffs and order deferrals or cancellations, which in the coming months will rip through the manufacturing industry.

How long could this last? How will it play out? This Aviation Week webinar discusses what the likely scenarios for economic recovery will be, and how the global aviation industry will be approaching these in the short and long-term.

The panellists:

Michael Bruno, Senior Business Editor, Aviation Week Network  
Dan Williams, Fleet Analyst, Aviation Week Intelligence Network

David Marcontell, Partner, Oliver Wyman  
Moderated by Joe Anselmo, Executive Editorial Director, Aviation Week Network

[Click here](#) to watch the recording



Creating Solutions



**The Executive Steering  
Committee  
of The Aerospace & Defense  
Forum**

## Coronavirus And Other Black Swans

A podcast from Aviation Week

As COVID-19 coronavirus panic reaches the U.S., aviation has yet another crisis on its hands.

Listen in as Aerodynamic Advisory's Kevin Michaels and Teal Group's Richard Aboulafia join Aviation Week editors to discuss the perfect storm that has hit the industry-and what's coming next.



[Click here](#) to listen to the podcast.

## Opinion: Why China's Aviation Bounce-Back May Disappoint



by Richard Aboulafia,  
Aviation Week, March 27, 2020

Jetliner market recoveries for the past few decades have greatly benefited from the rise of China, whose market was the only one that combined fast demand growth with sheer size. Over the past two decades, the country grew in importance to our industry. Our industry is clearly headed into a bust cycle, we hope to be followed by a recovery. But this time, the industry might find that post-coronavirus Chinese demand is not what it was before and that the recovery side of a V-shaped market downturn is a bit less steep.

[Click here](#) to read the article.

## Opinion: Why Nationalism And Protectionism Will Favor China

by Peter Harbison  
Aviation Week, March 27, 2020

Since the first aircraft took flight, aviation has moved in lockstep with politics and national security and has been a major global socio-economic force for good. It is no coincidence that the economic and political rise of China and Asia in this century has created a major power shift in aviation



- Michael Coburn, CEO, All Metals Processing  
- Peter Collins, Director, Strategic Planning, Aerospace Group, Parker Hannifin Corporation  
- Alan McIntosh, President, Verify  
- Michael Boyle, President, BOBsearch  
- Paul Weisbrich, Managing Director, D.A. Davidson & Co.  
- Robert Jacobson, Desert Sky Holdings, LLC & Co-Founder, A&D Form  
- Ivan Rosenberg, Managing Partner, InVista Associates and Executive Director & Co-Founder, The A&D Forum

geopolitics, too. Later in this decade, China is projected to overtake the U.S. as the world's largest aviation power. The coronavirus crisis will either accelerate or slow this transition. The smart money would have to be on China's preeminence.

[Click here](#) to read the article.

## Air Transport Enters Its Worst Crisis As COVID-19 Spreads Worldwide



by Jens Flottau, Sean Broderick, Ben Goldstein, Helen Massy-Beresford, Adrian Schofield, Bradley Perrett  
Aviation Week, February 20, 2020

Just over two years ago, American Airlines Chairman and CEO Doug Parker surveyed the U.S. airline landscape and saw an unstoppable industry. "I don't think we're ever going to lose money again," he proclaimed. "We have an industry that's going to be profitable in good and bad times."

The bad times have arrived, as any airline executive in the world can attest. As COVID-19 spreads and an ever-increasing number of countries go into lockdown, global air transport is grinding to a halt.

[Click here](#) to read the article.

## Governments Take Unprecedented Action To Protect Aviation In COVID-19 Crisis



by Ben Goldstein, Michael Bruno, Helen Massy-Beresford, Adrian Schofield, Jens Flottau  
Aviation Week, March 27, 2020

As air traffic dwindled to almost nothing in many key markets over the past few weeks, principal players in aerospace and air transport were very clear very quickly: For this industry to survive, bailouts will be necessary. The U.S. is taking measures that would have been unthinkable a month ago.

But globally the picture is less clear: Some countries, like France, which have a legacy of government-industrial policy, appear equally committed to aviation, while other important players such as the UK are telling airlines in their countries not to expect special treatment.

State aid always runs the risk of distorting competition if measures are not harmonized, which they are not in the current environment.

[Click here](#) to read the article.

## Analysts, Insiders Foresee 20% Drop In Aftermarket Revenue From COVID-19

by Michael Bruno  
Aviation Week, March 17, 2020



Industry insiders and analysts are increasingly forecasting a 20% or greater falloff in commercial aftermarket revenue this year for manufacturers and other aerospace and defense companies with stakes in the business due to the COVID-19 coronavirus crisis and the collapse in Western air travel.

[Click here](#) to read article.

## COVID-19 - Farnborough Cancellation Another Blow For Defense Biz

By Theresa Hitchens  
Breaking Defense, March 23, 2020



While the cancelation of the biennial Farnborough Air Show due to the COVID-19 pandemic may not have an immediate impact on the bottom lines of aerospace firms in the defense sector, the decision to close one of the world's top two airshows is yet another harbinger of pending upheaval in the overall market, analysts say.

In particular, it deprives US firms of publicity abroad and highly valuable face-time with customers and potential customers from foreign governments.

[Click here](#) to read the article.

## Coronavirus Outbreak Puts More than 500,000 Aerospace Jobs at Risk

By John A. Tirpak  
Air Force Magazine, March 23, 2020



More than 500,000 aerospace production jobs are at risk in the COVID-19 slowdown, wrote the International Association of Machinists and Aerospace Workers, the principal aerospace workers' union, in a March 23 letter to members of Congress.

The IAM asked for government help for their workers, some 13,000 of whom have received layoff notices.

[Click here](#) to read the article.

## GE Aviation Cuts Workers, Prepares For Market Falloff

By Michael Bruno  
Aviation Week, March 23, 2020



GE Aviation, the leading division within General Electric, is cutting 10% of its U.S. workforce as it anticipates a steep falloff in maintenance, repair and overhaul (MRO) work for three months, and it will continue to let go outsourced workers in the wake of the novel coronavirus, the company's head executive said March 23.

The multi-industrial company will also prolong a hiring freeze put in place in recent weeks, and reconfirmed other measures taken such as canceling salaried merit increases and a "dramatic" cut of "all nonessential spending."

[Click here](#) to read article.

## Weekly global economic update

By Dr. Ira Kalish

Dellote Insights, March 23, 2020



The challenge of a century In the aftermath of September 2001, the cover of the Economist magazine posed the question "Will anything ever be the same?" One might ask that same question now. As last week closed, it was apparent that the world has changed enormously in a short period of time. The number of COVID-19 cases continues to increase outside of China and may remain so in the coming weeks. The result has been a different global economy.

[Click here](#) to read the article (and new ones as posted)

## Post-Brexit Defense Review Challenged By Costs And Coronavirus

By Tony Osborne  
Aviation Week, March 20, 2020



Post-Brexit Britain is taking its first steps toward understanding its place in the world and the military capabilities it may need to ensure it can hold onto that status.

A review, described by Prime Minister Boris Johnson as the most extensive of its kind since the end of the Cold War, is examining the UK's foreign, defense, security and development policies. And it is proceeding despite the challenges and costs surrounding the COVID-19 pandemic.

[Click here](#) to read article.



## 'It's More Than I Imagined': Boeing's New C.E.O. Confronts Its Challenges

By Natalie Kitroeff and David Gelles  
New York Times, March 5, 2020

In his eight weeks on the job, Boeing's chief executive, David L. Calhoun, has come to one overriding conclusion: Things inside the aerospace giant were even worse than he had thought.

In a wide-ranging interview this week, Mr. Calhoun criticized his predecessor in blunt terms and said he was focused on transforming the internal culture of a company mired in crisis after two crashes killed 346 people.

To get Boeing back on track, Mr. Calhoun said, he is working to mend relationships with angry airlines, win back the confidence of international regulators and appease an anxious President Trump - all while moving as quickly as possible to get the grounded 737 Max back in the air.

"It's more than I imagined it would be, honestly," Mr. Calhoun said, describing the problems he is confronting. "And it speaks to the weaknesses of our leadership."

[Click here](#) to read the article.



## Boeing to temporarily shut down Puget Sound operations amid coronavirus pandemic

By Nathan Bomey  
March 23, 2020, USA TODAY

Boeing is temporarily shutting down its Puget Sound sites in the state of Washington as the aircraft maker grapples with the coronavirus pandemic.

The company said the shutdown would last 14 days beginning Wednesday.

The move comes amid a state of emergency in Washington, which has been especially hard hit by the COVID-19 outbreak with more than 1,700 confirmed cases as of Monday.

Nearly half of Boeing's more than 150,000 employees work in the state.

[Click here](#) to read article.



## Boeing tells some suppliers to stop deliveries immediately, but keep shipping out-of-state

By Andrew McIntosh  
Puget Sound Business Journal, March 24, 2020



Boeing has begun telling some of its Puget Sound suppliers to immediately halt deliveries of aircraft parts and components to its facilities here, a step it's taking after closing its factories in the region for two weeks as a precaution against the spread of COVID-19.

Procurement agents working for Chicago-based Boeing have sent letters to several suppliers telling them to stop shipments but also share information about parts already shipped, the Business Journal has learned.

[Click here](#) to read article.

## Lockheed offers cash to supply chain, use of private jets for COVID-19 fight

By Aaron Mehta  
Defense News, March 27, 2020



Lockheed Martin, the world's largest defense contractor, announced a series of steps Friday to bolster the defense-industrial base to keep it humming along and to assist in the broader effort against the new coronavirus outbreak.

The company plans to advance "more than \$50 million" to small and medium-sized companies in its supply chain to "ensure they have the financial means to continue to operate, sustain jobs and support the economy."

[Click here](#) to read article.

## Opinion - How New 'Predators' Are Reshaping Aerospace Landscape

By Antoine Gelain  
Aviation Week, March 09, 2020

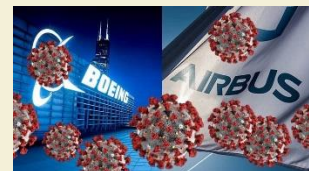


Behind the big aerospace and defense (A&D) primes like Boeing and Airbus and the "Super Tier-1s" such as United Technologies (UTC) and GE, a very different type of company is shaping the global A&D industrial landscape in a way that may be even more impactful than high-profile UTC-Raytheon-type mergers.

[Click here](#) to read the article.

## Aerospace Manufacturing After COVID-19 Will Be Different

By Michael Bruno, Jens Flottau, Thierry Dubois  
Aviation Week March 20, 2020



The aerospace manufacturing industry has awakened to a nightmare. Already reeling from the Boeing 737 MAX grounding and shutdown, as well as narrowbody manufacturing issues at Airbus

and softening widebody production across the board, the COVID-19 virus now is crippling worldwide air travel, the raison d'etre for making airliners.

Although aircraft manufacturers and suppliers initially believed they were insulated from the worst of the outbreak's effects-because their business moves more slowly and the long-term air traffic growth theory still is seen as valid-the industry is quickly learning it is not a question of "if" but "when" it too will suffer.

[Click here](#) to read the article.

## How to Prepare Your Organization for the CMMC by End of Year



by Jon King, Manager, and Kevin Villanueva, Partner,  
Cybersecurity Services, Moss Adams

The first version of the Cybersecurity Maturity Model Certification (CMMC) was finalized by the Department of Defense (DoD) on January 31, 2020 impacting who will be awarded contracts by the DoD. Moving forward, organizations in the Defense Industrial Base (DIB) must be certified at the required level to be awarded contracts by the DoD.

The CMMC is owned by the DoD, who adapted best practices from several different frameworks and added a requirement of third-party validation to receive certification.

The article addresses frequently asked questions regarding the CMMC, anticipated timelines for implementation, and how your organization can prepare for its upcoming requirements.

[Click here](#) to read the article.

## 3 Thoughts for Leaders In a Perilous Time

By Patrick Lencioni  
Chief Executive, March 23, 2020

In this unprecedented and uncertain time, many leaders and managers are wondering what they can do to help the people in their charge. Regardless of your situation, I offer three simple recommendations.

[Click here](#) to read the article.



## Two Principles for Leading Your Organization Through the COVID-19 Crisis



Based on insights from Harry M. Kraemer  
Kellogg Insight, March 19, 2020

The challenges facing organizations, employees, and communities are unprecedented, the stakes are high, and certainty is nowhere to be found. Under such staggering circumstances, it is only natural for leaders to feel unprepared to lead capably, nimbly, and honorably.

"You're feeling worry, fear, anxiety, pressure, and stress. And these feelings completely overwhelm you. And as a result of basically becoming overwhelmed, you almost become incapacitated," says Harry Kraemer.

Kraemer is a former chairman and CEO of the \$12 billion global healthcare company Baxter International.

In his view, there are two main things leaders need to understand in a crisis—two mantras, if you will, that offer a calm way forward, no matter what the situation.

[Click here](#) to read article.

## How the crisis will change the way we manage forever



By Art Petty  
SmartBrief, March 26, 2020

The implications of the coronavirus pandemic are and will be profound for individuals, organizations, and society at large. One of the casualties few will shed a tear for will be the demise of what can only be described as old-school management practices. Now that every firm in every industry is dealing with survival, it's time to let those old ways give way to the new at a breakneck pace.

[Click here](#) to read the article.

## Communicating Through the Coronavirus Crisis



By Paul A. Argenti  
Harvard Business Review, March 13, 2020

In fast-moving and uncertain situations, many leaders face questions they may not even have answers to. As someone who studies crisis communication, I regularly tell my students and clients that you need to communicate early and often with your key constituencies throughout a crisis. Even if you're still trying to understand the extent of the problem, be honest and open to maintain credibility. Approach the situation with empathy. Put yourself in your constituents' shoes to understand their anxiety. You will sometimes get it right, and you will often get it wrong, but it is still better to be as transparent as you can.

[Click here](#) to read the article.

## Please Stop Talking about Work for 10 Minutes

By Dan Rockwell  
LeadershipFreak, March 20, 2020



Most of my conversations are agenda driven.

I've had conversations, in recent days, with leaders scattered around the world. And when I say conversations, I mean conversations WITHOUT an agenda.

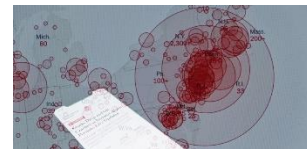
Big problems make small talk seem irrelevant.

Become intentional about things that used to be spontaneous when you go remote.

[Click here](#) to read the article.

## Leading your team through crisis

By Alaina Love  
SmartBrief, March 23, 2020



This pandemic has challenged businesses around the world to develop innovative ways of working, including having employees work from home in order to minimize the spread of the virus.

While telework is not a new concept for some employees, the surge in this practice is deeply disruptive to many, especially as an employee's job normally provides access to the in-person social engagement so necessary for well-being.

Psychologists expect that conditions of extreme stress, as have been experienced over the past weeks, will contribute to sharp increases in anxiety and depressed moods among employees, with the isolation caused by working away from one's team fueling loneliness and disconnection. Leaders can play a significant role in abating this potential outcome and help to keep employees engaged during this time of crisis

This article describes some important practices to put into place for remote workers that can reinforce interpersonal and organizational connection among your team and reduce employee stress levels:

[Click here](#) to read the article.

## The heart of resilient leadership: Responding to COVID-19 A guide for senior executives

By Punit Renjen  
Deloitte Insights, March 16, 2020

Five fundamental qualities of resilient leadership distinguish successful CEOs as they guide their enterprises through the COVID-19 crisis. This article describes specific steps that can help blunt the crisis's impact-and enable your organization to emerge stronger.

[Click here](#) to read the article.



## Strategies for thriving when emotionally hijacked

By Susan Fowler  
SmartBrief, March 25, 2020

Have you noticed this contradiction? As leaders evoke the language of war to mobilize resources needed for battling the coronavirus, they also unleash fear, anxiety and panic -- the least effective ways to mobilize a human being.

How do you avoid being emotionally hijacked when dependence on fear as a motivator is so deeply embedded in the leadership psyche? How do you create the positive and sustainable energy to overcome negative emotions, counterproductive behavior, sadness and depression -- all proven enemies of the health and well-being you are trying to preserve?

Now more than ever, we need to invoke peace by practicing three truths of motivation.

[Click here](#) to read the article



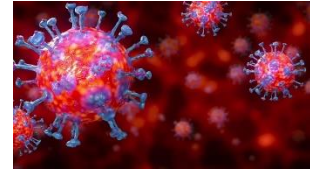
## Opportunities

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<https://www.linkedin.com/in/mike-pollack>  
+1(714)330-7988 michaelgpollack1@gmail.com

**Request for to manufacture safety wear:** Dr. Greg Autry is looking for any US based manufacturing company who can rapidly shift their production to meet the current need for safety wear for medical personnel and first responders.

<http://www.gregautry.us/>  
<https://www.linkedin.com/in/gregwautry/>

## The Coronavirus: Perspectives from A&D Executives on the Front Lines



Webinar  
April 2, 2020, 8-0AM PST (SOLD OUT)  
and subsequent weeks  
Sponsored by the Aerospace & Defense Forum

As leaders of A&D companies, we are going through an unprecedented time, one of great uncertainty about survival in the near term and how to prepare for an unknown future. The Aerospace & Defense Forum is hosting a series of National Online Forums featuring A&D executives sharing their challenges and lessons learned.

The first webinar will be on Thursday, April 2, 8-9am PST, featuring Marwan Hammouri (President & CEO, Brek Manufacturing), Jeff Johnston (President & CEO, Desser Holdings, LLC), and Carol Marinello (President, TA Aerospace). This webinar is sold out. However we expect to post the recording.

All those on an A&D Forum mailing list will be notified of future webinars.

## Employee Issues During COVID-19

Webinar  
4-5PM PST, April 2, 2020  
Sponsored by ACG Los Angeles

Join ACG LA for an impactful, insightful discussion moderated by Timothy Long, Shareholder at Greenberg Traurig, and featuring representatives from Thompson Coburn, Greenberg Traurig, 8020 Consulting, and CONEXUS.

Managing personnel is challenging even when the economy is stable, so how are you, your firm, or your clients handling employee issues during COVID-19?

Topics will include:

- How to manage employees - onsite & remote best practices, hiring & onboarding, communicating with employee
- Employer/employee liability
- Furloughs and restructuring employee compensation
- NLRA

[Click here](#) for more information and to register.

## COVID-19 And Workforce: Protecting Our Best Assets

Webinar  
7-8am PST, April 3, 2020  
Sponsored by Aviation Week

From working to protect the hard-fought gains in attracting top talent to the A&D workforce to planning for the first day after, today's leaders face a multitude of complex choices.

Join Aviation Week Network, our workforce partners from PwC and the Aerospace Industries Association to learn more about working through near-term challenges and setting the stage for post-coronavirus.

Panel:

Michael Bruno, Senior. Business Editor, Aviation Week Network

Scott Drach, Chair, Workforce Policy Council, Aerospace Industries Association

John Karren, People and Change Partner, PwC

Moderated by Carole Rickard Hedden, Executive Editor, Aviation Week Executive Intelligence

[Click here](#) for more information and to register.

## RSM Weekly Live Webcasts

RSM understands that these are uncertain times for individuals, communities and businesses as the Covid-19 (coronavirus) outbreak continues to spread around the world. We want to help however we can by providing information and resources for businesses to weather this storm. We are all in this together.

As part of that effort, RSM is launching a weekly webcast series on issues related to the coronavirus. RSM's goal is to share insights for business leaders to understand:

- The economic impact from this pandemic
- How organizations can prepare for the future
- How to mitigate risk

These webcasts will be approximately one hour, available every Wednesday at 1 p.m. Eastern time. Future webcasts in this series will be April 8. The specific topics for each webcast will be announced the day before.

This is open to all and those who would like to join can register [here](#).

## Preparing for CMMC Certification

Webinar

April 9, 10-11AM PST

Sponsored by Secure the Village

The Cybersecurity Maturity Model Certification (CMMC) will be a requirement for defense contractors beginning in the Fall of 2020. Unlike NIST 800-171, ALL contractors will be required to achieve certification from an independent third party assessing organization (3PAO) in order to secure defense contracts.

In this webinar, we will address the following questions:

- Status update on the CMMC roll out: what to expect and how/when it will apply to your organization



- What is CMMC and how is it different from DFARS 7012 and NIST 800-171
- What should you be doing now to prepare for CMMC
- What does CMMC mean for the future of cyber compliance

[Click here](#) to register.

## The Future of Manufacturing and Product Support in Aerospace and Defense

Webinar

Date: Tuesday, April 21, 2020

Time: 8:00 AM PST / 11:00 AM EST

Conducted by Aviation Week Network

We are in a period of exciting innovation in Aerospace and Defense (A&D) which is transforming how the world travels, communicates, explores and defends. A&D companies are challenged to deliver new, and increasingly complex products to their customers faster, with better performance, and then provide increased levels of product support for the life of the product-which can sometimes be more than 50 years. The need for newer technologies, such as composites for more fuel-efficient aircraft, additive manufacturing, Artificial Intelligence, data analytics and automation in manufacturing and product support will continue to grow so companies can stay competitive.

Companies and the workforce will evolve to the needs of the changing A&D industry, future missions and technologies. For the industry to advance, we must look at both predicting the challenges of the future and how industry can adapt to these challenges today to enable a more connected universe in the near future.

This webinar will examine manufacturing and product support challenges faced by companies, the technologies that will change our industry, and how we can begin to adapt.

[Click here](#) for more information and to register.

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