

The Aerospace & Defense Forum



Facilitating Communication, Collaboration, and Commerce

July 2020

Issue: 85



The A&D Forum Newsletter

You are receiving this email because you joined a mailing list for the A&D Forum. You may join the A&D Forum [here](#).

Events

- **National Webinar Events:** a listing of national events, all webinars
- **A&D Forum Update:** relevant updates
- **Arizona Virtual Events:** a listing of some of the Arizona oriented virtual events.
- **Farnborough International Airshow Connect (FIA Connect):** July 20-24, 3030
- **Space Warfighting Industry Forum,** August 19-21, 2020, Colorado Springs, CO
- **International Fastener Expo:** September 28, Las Vegas, NV
- **DefenseChain Conference,** October 20-21, 2020, McLean, VA

The Industry

- **Webinar Recordings on the A&D Industry**
- **2020 Midyear Outlook,** Well Fargo Investment Institute
- **"Don't Expect Many M&A Deals Soon",** By Henry Canaday, Aviation Week, June 23, 2020
- **"When Will Airbus And Boeing Return To Pre-Covid-19 Production Rates?,"** By Jens Flottau, Aviation Week, June 11, 2020
- **Articles on Boeing 737 Max**
- **"Opinion: Airline Industry Response To COVID-19 Is Inadequate",** By Jens Flottau, Aviation Week, June 24, 2020

In This Issue

[National Webinar Events](#)

[A&D Forum Update](#)

[Arizona Virtual Events](#)

[Farnborough International Airshow Connect](#)

[Space Warfighting Industry Forum](#)

[International Fastener Expo](#)

[Webinar Recordings on the A&D Industry](#)

[2020 Midyear Outlook](#)

[Don't Expect Many M&A Deals Soon](#)

[When Will Airbus And Boeing Return To Pre-Covid-19 Production Rates?](#)

[Articles on Boeing 737 Max](#)

[Opinion: Airline Industry Response To COVID-19 Is Inadequate](#)

[Will Any U.S. Major Airline Go Out of Business In 2020](#)

[Articles Relevant to Boeing](#)

[Articles on Possible Futures of Aerospace](#)

[Opinion: What If China Stops Buying Western Aircraft?](#)

- **"Will Any U.S. Major Airline Go Out of Business In 2020?"**, By Karen Walker, Aviation Week, June 08, 2020
- **Articles Relevant to Boeing**
- **Articles on Possible Futures of Aerospace**
- **"Opinion: What If China Stops Buying Western Aircraft?"**, By Richard Aboulafia, Aviation Week, June 16, 2020

Opportunities

- **Opportunities**: new book *Space is Open for Business*, press release from NTS, investment opportunity from Interorbital

Space Industry

- **Articles on the Space Industry**

Manufacturing Management

- **Resources for Exporting**
- **"2020 Manufacturing Industry Outlook: A midyear update"**, from Deloitte
- **"Coming down the line: Manufacturing disruptions for the next decade"**, From Deloitte
- **"Opinion: Why COVID-19 Should Have Aircraft Suppliers Very Worried"**, By Kevin Michaels, Aviation Week, June 05, 2020
- **"Supply Chain Due for Overhaul After COVID-19, One Way or Another"**, By Michael Bruno, Aviation Week, May 29, 2020
- **The Roadmap To The Five Levels Of Manufacturing Automation**, Sponsored By Makino May 29, 2020
- **The Resilience Playbook: From Recession to Recovery & Beyond**, From BDO, April 2020
- **"From Quality to Pandemic Preparedness: Why a Deming Company was Ahead of the COVID-19 Curve"**, From The W. Edwards Deming Institute®
- **"New architectures of resilience"**, By John Hagel, Sheryl Jacobson, and John Seely Brown, Deloitte, June 3, 2020
- **"Innovating in Crisis: Stories of Manufacturing Ingenuity"**, From BDO
- **"What Happened With 3D Printing In Aerospace?"**, By Michael Bruno, Aviation Week, June 09, 2020
- **"Connected Manufacturing: 2020 MIDDLE MARKET INDUSTRY 4.0 BENCHMARKING SURVEY"**, from BDO

Leadership

- **Articles on Leadership in Challenging Times**

Workforce Management

- **Resources and Articles on Workforce Management**

Government

- **Articles on Government**

Coronavirus Resources

Opportunities

Articles on the Space Industry

Resources for Exporting

2020 Manufacturing Industry Outlook: A midyear update

Coming down the line: Manufacturing disruptions for the next decade

Opinion: Why COVID-19 Should Have Aircraft Suppliers Very Worried

Supply Chain Due for Overhaul After COVID-19, One Way or Another

The Roadmap To The Five Levels Of Manufacturing Automation

The Resilience Playbook: From Recession to Recovery & Beyond

From Quality to Pandemic Preparedness: Why a Deming Company was Ahead of the COVID-19 Curve

New architectures of resilience

Innovating in Crisis: Stories of Manufacturing Ingenuity

What Happened With 3D Printing In Aerospace?

Connected Manufacturing: 2020 MIDDLE MARKET INDUSTRY 4.0 BENCHMARKING SURVEY

Articles on Leadership in Challenging Times

Resources and Articles on Workforce Management

Articles on Government

Coronavirus Resources

2020 Sponsors



- **Coronavirus Resources:** linke to websites with a multiplicity of resources to deal with the pandemic.

If not already a member, you are invited to join The Aerospace & Defense Forum at <https://aerospacedefenseforum.org/>.

We hope this A&D Newsletter is useful to your success. Stay safe and healthy!

Ivan Rosenberg
Co-Founder & Executive Director, The Aerospace & Defense Forum
Managing Partner, InVista Associates, Inc.

National Virtual Events



Webinar plans

We plan at least three webinars a month - one National Online Forum and two chapter webinars. Each month will have a suggested theme as follows:

- July: **Space as a new market**, both commercial and military/government. Includes both launch vehicles and spacecraft/satellites.
- August: **Emerging** - what a company needs to do to thrive in whatever the "new normal" will be. This may include topics such as "pivoting", financing, and projections on the characteristics of the new normal.
- September: **Military/Government** as a new market
- October: **Reshoring** - how to and the effects of bringing work back to the US that has been contracted to international suppliers
- November/December: **Bringing back the workforce**. When sales increase, how to bring back the workforce and/or use this time to increase automation? The issues surrounding regrowing the workforce.

Go to the online [Calendar](#) on the A&D Forum website for an up-to-date and comprehensive list of upcoming events.

A&D Forum: National Online Forums:

- July 22: "**Space as a New Market**", Randa Milliron (*CEO/Founder, Interorbital Systems), Dave Strobel (CEO, Space Micro), Robert Jacobson (author, "Space is Open for Business") and Moderator Ivan Rosenberg (Executive Director, A&D Forum)
- August 19: "**An Analysis of Commercial Space**", Marco Caceres, Team Group



SheppardMullin



A&D Forum: Chapter Meetings

- July 16: "[Set Up to Fail? Cybersecurity Compliance in the Last Mile of the DoD Supply Chain](#)", Jacob Horne, Sr. Cybersecurity Consultant, California Manufacturing Technology Consulting, (Santa Clarita Valley Chapter)
- July 17: "[Frequent & Reliable Small Launch is Here](#)", Shane Fleming, VP Global Commercial Launch Services, Rocket Lab (joint meeting of Los Angeles and San Fernando Chapters)

A&D Forum Update

Free membership for those not near an established chapter

If you are greater than 1 hour driving time from an established A&D Forum chapter you may become an Individual A&D Forum member for free. [Click here](#) to go to the A&D Forum website, select Individual Membership, and enter the discount code OUTFAREA.

Submitting an article to be included in A&D Forum Newsletter

We welcome relevant articles that are informational and not promotional. They must be received no less than 4 days prior to the 1st of the publication month.

The Opportunities section is available for press releases, job openings, job search, and other promotional announcements

Promotional press releases may now be published in the Opportunities section of the A&D Forum Newsletter. They must be received no less than 4 days prior to the 1st of the publication month.

A&D companies are invited to apply to be the subject of a Company Profile

A&D companies are invited to be the subject of a Company Profile. Only one Company Profile will be published per month.

Contact [Ivan](#) with questions and further information.

Arizona Virtual Events

Upcoming Conferences/Events:

- Wednesday, July 15, 2020 - 2020 Cybersecurity Summit



STANTON CHASE



Creating Solutions



- Thursday, July 16, 2020 - Tech Sector Speaker Series: Out of this World
- Friday, September 11, 2020 - 10th Annual Tucson Golf Tournament
- Thursday, September 17, 2020 - 2020 Smart City + IoT Conference
- Wednesday, October 7, 2020 - 2020 Southern Arizona Tech + Business Expo

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

Farnborough International Airshow Connect (FIA Connect)

July 20-24 2020

Earlier this month was announced the launch of Farnborough International Airshow Connect (FIA Connect), a platform to connect the global aerospace industry online across 20-24 July.

FIA Connect will bring industry together by hosting a virtual free-to-attend programme of conference sessions, networking opportunities, promotional capabilities as well as a chance for active buyers and sellers to meet and do business, brought together via an online platform.



Registration for FIA Connect visitors will go live in mid-June. We will be in touch nearer the time with full details on how to register. Capacity is limited so you are urged to register sooner rather than later to guarantee your participation.

As part of FIA Connect, visitors are invited to interact with all features running across the week. The Connect platform easily facilitates virtual meetings between visitors and participating businesses, provides an opportunity to download resources and enables smooth interaction with the FINN Sessions conference programme. This is an opportunity to increase your network of contacts; stay aware of industry activity, and ultimately, provides a platform for doing business with an engaged audience.

- Opportunity to be a part of a global platform with the entire aerospace community.
- Free-of-charge networking, knowledge sharing and insight.
- Arrange meetings with participating businesses and registered visitors.
- A chance to re-connect with the industry.

The FINN Sessions - a comprehensive webinar programme of insight and analysis featuring leading figures and focussed on the topics that matter: Aerospace 4.0, Commercial Air Travel, Cyber Security, Future Combat and Urban Aviation with the Global Urban Air Summit 2.0.

Meet the Buyer is to run free-of charge on Tuesday 21st July. This is a strategic opportunity, connecting suppliers with buying decision makers at pre-arranged, private and secure virtual meetings. If you are interested in taking part in the FIA Connect Meet the Buyer programme, please contact a member of the team today <charlotte.beebe@farnborough.com>.

Farnborough Friday will introduce a young and engaged audience to industry. This important day, developed to help address the skills gap, will be brought to life within a virtual hub to include careers advice, inspirational speaker videos resource, downloads and workshops.

Over the coming weeks more details about FIA Connect will become available, including how to register, registration dates and further details about the conference programmes.

If you haven't already, save the date to your calendar from 20 - 24 July 2020.

[Click here](#) to download the Google FIA Connect conference app.

Space Warfighting Industry Forum

Dates: August 19 - 21, 2020
Location: Colorado Springs, CO

In collaboration with USSPACECOM, join us in Colorado Springs, CO, from August 19 - 21, 2020, for the Space Warfighting Industry Forum (SWIF). This first-ever event focused on space as a warfighting domain will bring together leaders, policymakers, and practitioners of space dominance capabilities from across the government, military, academia, and industry. With the re-establishment of USSPACECOM and the birth of the United States Space Force driving renewed focus on space capabilities, you won't want to miss out on this foundational forum discussing domain and command priorities and resourcing needs, operational concepts, and policy requirements in unclassified and classified settings.



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

International Fastener Expo

Dates: September 28 - 30, 2020
Location: Mandalay Bay, Las Vegas, NV

The International Fastener Expo (IFE) is the North America region's leading fasteners and industrial products B2B trade show that connects distributors with suppliers since 1981. The expo annually hosts exhibitors and buyers who cover every level throughout the manufacturing process and supply chain. Top industries that attending companies service include aerospace, industrial, construction, automotive, and truck & bus.



Registration for IFE is now open with early bird registration available until June 30. Visit www.fastenershow.com to register yourself today.

DefenseChain Conference

Dates: October 20-21, 2020
Location: Tysons Corner, McLean, VA



DefenseChain will provide unparalleled insight and information on Defense spending trends and supply chain issues. From program outlooks to defense acquisition reforms and supplier concerns,

this event hosted by Aviation Week Network will focus on key components driving the Defense industry. Topics covered at this Conference include changing government customer demands, global market conditions, A&D industry consolidation and contract awards. Emphasis will be on forecasts and pursuing sustainable growth opportunities plus new initiatives.

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

Webinar Recordings on the A&D Industry



Aerospace & Defense Forum

- June 17, "[The State of NewSpace - Revolution and Evolution](#)", Rick Tumlinson (Founder and Chairman, SpaceFund) & Meagan Crawford (Managing Partner SpaceFund), National Online Forum,
- June 19, "[The JPL VITAL Ventilator Project: A successful rapid response design and prototyping effort](#)", Leon Alkalai (Manager of the Office of Strategic Partnerships, Jet Propulsion Laboratory), Los Angeles and San Fernando Valley Chapter meeting,

A&D Forum presentation recordings are available only to A&D Forum members.

- [Preparing for the Future of Aerospace and Defense](#), discusses future trends and technologies, and how we can begin to adapt. Siemens Digital Industries Software

Aviation Week

- June 5, Airbus, Boeing and Embraer: Flight Paths Forward
- June 11, Fireside Chat with Air Canada CEO Calin Rovinescu
- June 12, 5G: A Threat to Aviation or the Future?
- June 19, Could the U.S. military lose a war to China or Russia?
- June 23, Fireside Chat with NACA President George Novak
- June 26, Advantage Airbus?

[Click here](#) to access Aviation Week webinar recordings.

- June 26, [Podcast: Will My Supply Chain Survive COVID-19?](#), how to get smarter about your suppliers.

Aviation Week

- June 16, "[Urban Air Mobility: Meet the Champions](#)", gathered leaders across the emerging market, Starburst Roundtable

- "[Resilient leadership: Private company recovery from COVID-19](#)", from Deloitte

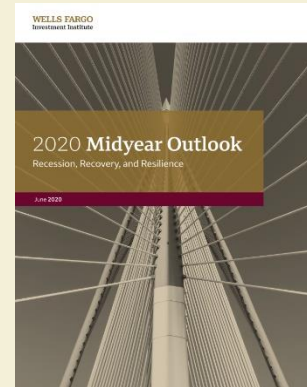
2020 Midyear Outlook

Recession, Recovery, and Resilience

From Wells Fargo Investment Institute

The economic recession that officially began in February is historic in its depth, but governments are responding proportionally, and with speed and growing global coordination. These jarring events will impact portfolios far beyond the present. The task of our Midyear Outlook report is to examine the contours of change and how we believe investors should adapt.

[Click here](#) to download the report.



Don't Expect Many M&A Deals Soon

By Henry Canaday, Aviation Week, June 23, 2020

The virus crisis is putting airlines, MROs and OEMs through a brutal shakeout, from which it is uncertain that many carriers and aftermarket companies will emerge as independent entities. But shakeouts also offer opportunities, for building more efficient companies through mergers and acquisitions.

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



When Will Airbus And Boeing Return To Pre-Covid-19 Production Rates?

By Jens Flottau, Aviation Week, June 11, 2020

The return to pre-coronavirus rates will take a number of years and varies greatly by program. In general, narrowbodies will probably return more quickly.

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



Articles on Boeing 737 Max

- [Press Release - FAA Administrator Dickson Testifies before Senate on Boeing 737 MAX](#), from FAA, June 17, 2020

- ["FAA Authorizes Boeing 737 MAX Certification Test Flights"](#), By Bill Carey & Guy Norris, Aviation Week, June 29, 2020

- ["FAA begins Boeing 737 Max test flights"](#), Bloomberg



Opinion: Airline Industry Response To COVID-19 Is Inadequate

By Jens Flottau, Aviation Week, June 24, 2020

In June, airlines have begun what they hope is a path to recovery as capacity in many regions has increased to more meaningful levels. Executives are hoping that passengers will react to the return of some offerings and resume flying in numbers significant enough to reduce the dramatic cash outflow occurring in what would normally be peak season.



One of the most important factors is the trust that flying is safe.

There are many legitimate reasons for flying to resume; there are also many legitimate reasons to be concerned. The decision is one individual travelers have to make themselves. But industry must implement rules and processes more forcefully, be transparent about the remaining risks and not be caught making questionable claims. There is more work to do.

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

Will Any U.S. Major Airline Go Out of Business In 2020?

By Karen Walker, Aviation Week, June 08, 2020

For a number of reasons, it is highly unlikely that any of the major U.S. airlines will cease operations.



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

Articles Relevant to Boeing

- "[How Boeing's Confident Travel Initiative Works To Minimize Covid-19 Spread](#)", By Loren Thompson, Forbes, June 25, 2020



- "[When Is Boeing Likely To Recover Financially?](#)", By Michael Bruno, Aviation Week, June 24, 2020

- "[Opinion: Boeing can take steps to reclaim its reputation](#)", By Alex Krutz, Patriot Industrial Partners, Puget Sound Business Journal, June 8, 2020

- "[Spirit AeroSystems Told to Slash 737 Build, Risks Debt Violation](#)", By Michael Bruno, Aviation Week, June 22, 2020

- "[Pentagon awards \\$100m to Spirit AeroSystems and GE Aviation to shore up aerospace industry](#)", By Garrett Reim11, FlightGlobal, June 11, 2020

Articles on Possible Futures of Aerospace

- "[A Post COVID-19 Future: How Will The Pandemic Change Airports?](#)", By Sergio Cecutta, SMG Consulting, May 26, 2020



- "[A Post COVID-19 Future: How Will The Pandemic Affect Business Aviation?](#)", By Sergio Cecutta, SMG Consulting, May 31, 2020

- "[A Post COVID-19 Future: Will The Pandemic Speed The Adoption of Cargo VTOLs?](#)", By Sergio Cecutta, SMG Consulting, June 9, 2020

- "[Electric & Hybrid Aircraft - Blue Sky Thinking amid the Coronavirus Pandemic](#)", Market Forecast, June 15, 2020

- "[Breaking New Barriers - The Rise of Hypersonics](#)", Deloitte, March 2020

Opinion: What If China Stops Buying Western Aircraft?

By Richard Aboulafia, Aviation Week, June 16, 2020

For decades, when asked if China's Comac will challenge Airbus and Boeing in world jetliner markets, analysts like me have been skeptical.

But what if we've been reading Comac, and China, incorrectly? What if global aviation competition is secondary or irrelevant for them? What if their real objective is to create acceptable substitutes for Western equipment after both sides turn their back on a robust trade relationship? Worse still, what if that moment has arrived?

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



Opportunities

"**Space is Open for Business**," the new book by Robert C. Jacobson, provides a valuable introduction to the commercial movement known as NewSpace. The book is a must read, providing critical insights for those inside and outside the industry looking to learn more about how the space sector is helping our planet, our society and our future. The book provides a 360-degree view of a \$350 billion global industry.



"Robert Jacobson wrote a must-read book for anyone interested in the business and commerce of space. This book will open your eyes, heart and mind to the possibilities and potential solutions derived from space." - Lori Garver | Former NASA Deputy Administrator.

[Click here](#) to learn more.

NTS, the undisputed leader in testing, inspection, and certification solutions in North America, announces the expansion of capabilities at its Longmont, CO laboratory. In addition to securing ISTA certification earlier this year, the lab has achieved the Energy Star certification and Product Safety certification. As part of its expansion, the lab acquired a Thermal Vacuum (TVAC) chamber to support customers in space, aerospace, and defense sectors. [Click here](#) to read the press release.

Investment Opportunity: Interorbital begins \$10 Million Raise to complete the Development of its NEPTUNE Orbital Launcher, expand its Workforce, and build-out its Robotic Assembly Line

Be part of an innovative A+ spacelaunch company! Interorbital Systems (IOS) is initiating an offering under SEC Rule 506(c) of Regulation D to allow accredited investors to acquire an equity stake in its well-established rocket and satellite company. The unique design of IOS' low-cost, modular, and mission-customizable NEPTUNE orbital launchers will allow Interorbital to be one of the very few profit-generating space companies---one that actually can deliver a return on investment. Our manufacturing goal: A Rocket a Day! For details, please call Randa Milliron, CEO/CoFounder of Interorbital at 661.965.0771 or email at ios@interorbital.com

Articles on Space

- "[SpaceX: The Crew Dragon, Starlink & Starship](#)", Morgan Stanley, June 1, 2020

- "[Sausage making in space: the quest to reform commercial space regulations](#)", By Jeff Foust, The Space Review, June 29, 2020

- "[DoD Releases New Strategy Aiming to Maintain U.S. Space Superiority](#)", By Vivienne Machi, Defense Daily, June 17, 2020

- "[Is this 3D-printed building the future home for astronauts on Mars?](#)", By Douglas Broom, World Economic Forum, April 12, 2019



Resources for Exporting

- New Export.gov Resources:
- If you plan to or currently sell to Mexico and Canada, our new [USMCA website](#) provides key information about the agreement.
- Export Solutions - [Learn How To Export](#)
- [Virtual export promotion services](#)
- [4 Steps to Identifying Your Best Export Markets](#)



2020 Manufacturing Industry Outlook: A midyear update

Exploring manufacturing trends and the impact of COVID-19

from Deloitte

Manufacturers are at continued risk for disruption. Amid ongoing volatility in costs and policy decisions and major impacts from the COVID-19 pandemic, how can the manufacturing industry remain resilient for the second half of the year? Our midyear 2020 manufacturing outlook provides



insights that can help leaders navigate uncertainty, increase operational flexibility for the future, and respond, recover, and thrive in the wake of the COVID-19 pandemic.

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

Coming down the line: Manufacturing disruptions for the next decade

From Deloitte

The 21st century has brought about emerging manufacturing technologies that quicken the pace of disruption and an imperative for manufacturers to prepare accordingly. Our infographic illuminates five disruptors, including manufacturing technology trends that hold the most potential for provoking paradigm changes in the next decade.



Thirty-five percent of today's manufacturers could be disrupted in 10 years by these key five factors

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

Opinion: Why COVID-19 Should Have Aircraft Suppliers Very Worried

By Kevin Michaels, Aviation Week, June 05, 2020

COVID-19 is the biggest crisis of the jetliner era, and attention is justifiably focused on air traffic, airline viability and production rates-with jetliner unit output likely to plummet 40-50% over the next two years. However, lurking beneath the surface are enormous supply chain risks that extend well beyond supplier viability and attrition. What are these risks?



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

Supply Chain Due for Overhaul After COVID-19, One Way or Another

By Michael Bruno, Aviation Week, May 29, 2020

Developed countries may be opening their economies and loosening social-distancing restrictions, but for aerospace and defense suppliers, the debate is about how much worse things will get.



The dichotomy is spurred by falling demand for aviation-centered manufacturing that will only lessen further in coming years, while supply will see new challenges after COVID-19. But yet to come are decisions on how supply chains get refashioned after cuts of 30-50%-or more-in monthly production rates of large commercial aircraft, the core growth driver for the entire A&D industry.

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

The Roadmap To The Five Levels Of Manufacturing Automation

Sponsored By Makino May 29, 2020

Automation systems are very appropriate in Aerospace applications, even with lower part volumes, they do offer multiple benefits. These include production flexibility, process control simplification, unattended operations, and more. This white paper will discuss the five levels of manufacturing automation and how they may be achieved, not just in Aerospace, but in all manufacturing industries.



[Click here](#) to access the white paper.

The Resilience Playbook: From Recession to Recovery & Beyond

From BDO, April 2020

The novel coronavirus (COVID-19) caught the entire world unawares. The coronavirus outbreak continues to plague the U.S., taking a toll on human lives and shutting down entire sectors of the economy in an effort to contain community spread.



At some point, this will end, the economy will recover, and life will return to some semblance of normal. Many companies will endure and get back to business as usual. But if we are to learn anything from this crisis, it should be that returning to "business as usual" must not be our only objective. We must take steps to ensure we are better prepared to combat the next crisis to come, whatever form it takes. The goal, as we persevere and ultimately emerge from this crisis, should be to get to better than usual. Because after the outbreak abates-whether in three months or in 12-the world will not look the same. The behaviors we adopted in crisis will persist in some shape or form beyond the pandemic. New opportunities and threats will emerge.

In short, business as usual will no longer cut it. It's the businesses that start thinking now about what the post- COVID-19 landscape will look like-and make plans accordingly-that will be poised to thrive in crisis and beyond.

[Click here](#) to access the report.

From Quality to Pandemic Preparedness

Why a Deming Company was Ahead of the COVID-19 Curve

From The W. Edwards Deming Institute®

We recently sat down with Dick Steele, Chairman of [Peaker Services](#) and Deming Institute Trustee, to talk about how his company is adapting to the new reality of how to keep an industry functioning - and employees safe - during a pandemic. What we learned was astonishing - but not exactly surprising!



Eight years before COVID-19 hit, Peaker Services had a Pandemic Preparedness Plan in place.

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

New architectures of resilience

Are you heading for a restart or a new start?

By John Hagel, Sheryl Jacobson, and John Seely Brown, Deloitte, June 3, 2020



While the current crisis has forced us to examine how we do business, it could drive us to go beyond just recovering to thriving-by developing completely new business and technology architectures.

Crises can be profound catalysts for change and generate opportunities to create much more value over time. Our current pandemic is understandably focusing everyone on the short-term actions required to get us through challenging times. At the same time, we should consider using this as an opportunity to reflect on what we can learn from the crisis that will help us to thrive and create even more value in a rapidly changing and uncertain world.

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

Innovating in Crisis: Stories of Manufacturing Ingenuity

From BDO

The novel coronavirus (COVID-19) is causing unprecedented disruption to our nation's health and economy. Successfully flattening the infection curve requires everyone to do their part. Across the country, American manufacturers are taking action to help frontline health workers in the fight against COVID-19-and getting creative to save thousands of American jobs.



[Click here](#) to read their stories.

What Happened With 3D Printing In Aerospace?

By Michael Bruno, Aviation Week, June 09, 2020



After decades of tinkering and years of major investments, aerospace and defense companies finally have found resonant missions for their 3D printers.

The catch: It is for personal protective equipment (PPE), the face masks and gear in strong demand following the COVID-19 outbreak, not for A&D products.

Like flying cars and orbital space tourism, 3D-printed aircraft have remained a distant goal passed from generation to generation. Now, as A&D enters a new phase of post-pandemic business conditions, AM evangelists are seeing both reason for optimism and sobering reminders why manufacturing in the sector has not fundamentally changed.

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

Connected Manufacturing

2020 MIDDLE MARKET INDUSTRY 4.0 BENCHMARKING SURVEY

from BDO

A recent survey of C-suite executives at middle market manufacturers shed light on their Industry 4.0 plans, projections and maturity levels. Take a look at the 5 biggest takeaways.

- The New Competition
- Connecting to the Customer
- Manufacturing, Refined or Reinvented?
- Industry 4.0 Dangers
- Industry 4.0 ROI

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



Articles on Leadership in Challenging Times

- "[10 Rules for Leading Strong Through a Crisis](#)", In this complimentary resource, WittKieffer and CMA have collected 10 tried-and-true rules for leading strong, whether you are facing a crisis or just trying to be the best leader you can be.



- Podcast "[Staying grounded in uncertain times](#)", Tanya Ott, Deloitte, speaks with Jen Fisher, host of the WorkWell podcast, about mental health and practical ways to cope with isolation and anxiety in these trying times.

Resources and Articles on Workforce Management

- [CMTC's Return to Work Guide](#), This is a comprehensive COVID-19 pandemic preparedness and response guide for manufacturers.



- "[How to simplify back-to-work plans and shift risk away from business](#)", By Dr. David Berg, AZBigMedia, June 23, 2020

- "[Workplace Safety and COVID-19: Know Your Responsibilities](#)", ADP, June 22, 2020

- "[7 Interview Questions to Avoid During COVID-19](#)", ADP, June 1, 2020

Articles on Government

- "[Aerospace Nation: A Conversation with Maj Gen Hinote](#)", Aerospace Nation, Maj Gen Hinote has been nominated to become the next Deputy Chief of Staff responsible for Strategy, Integration, and Requirements. In this interview he provides insight into his vision for the future Air Force;

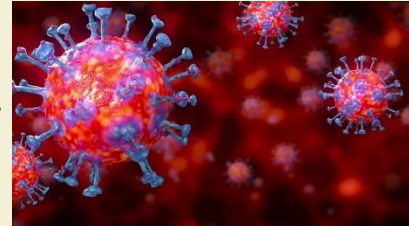


covers the Air Force's Operating Concept, how that concept is "living," and what that means for planning, force structure, and emerging technologies; and discusses how COVID-19 is impacting Air Force planning.

(scroll down halfway down the page to access the video of the interview).

- "[Opinion: Why Interest On Federal Debt Matters For Defense](#)", By Byron Callan, Aviation Week, June 30, 2020

Coronavirus Resources



The websites below have a variety of resources to help companies deal with the impacts of the coronavirus.

National

- Gregory Shepard: [Crisis Management Resources](#)
- Moss Adams: [Covid-19 Implications](#)
- BDO: [The COVID-19 outbreak could have a direct and lasting impact on organizations of all sizes.](#)
- Sheppard Mullin: [Coronavirus \(COVID-19\) Insights](#)
- Gallagher: [Coronavirus \(COVID-19\) Pandemic Information Hub](#)
- Dorsey: [Coronavirus \(COVID-19\) Resource Center](#)
- Dorsey: [Federal Stimulus Act](#)
- Faegre Drinker: [Coronavirus \(COVID-19\) Resource Center](#)
- Thomas Coronavirus [Resource Hub For Industrial Professionals](#)

Arizona

- Arizona Commerce Authority: [COVID-19 Business Resources Guide](#)

California

- CMTC: [Links to COVID-19 Resources for California Manufacturers](#)
- [AMP SoCal COVID-19 Resources](#)
- California Small Business Development Center: [COVID-19 Business Resources](#)
- Los Angeles: [COVID-19: Keeping Los Angeles Safe](#)
- City of LA: [COVID-19 Resources & Information for Contractors & Businesses](#)
- [L.A. Controller COVID-19 Resource Hub](#)
- Ventura County EDC: [COVID-19 Business Resources](#)
- Assemblymember Autumn Burke: [Coronavirus - What You Need to Know](#)
- AARP: [A One-Stop Information Guide on COVID-19](#)
- California Forward: [COVID-19 Resources for California](#)

The Aerospace & Defense Forum

AerospaceDefenseForum.org
(818) 505-9915