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aerospace in the midlands



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The quarterly newsletter of the Midlands Aerospace Alliance

Issue 30 Autumn 2012

Moog puts trust in Midlands with new factory

MOOG Aircraft Group has renewed its commitment to the Midlands with the opening of its new £20 million facilities at the prestigious i54 development site near Wolverhampton.

Stuart McLachlan, Moog Business Unit general manager and an MAA director, told dignitaries and guests at the opening: "This is a key strategic move for Moog, and this world class facility will allow the business to support and grow our market leading position in actuation systems."

Moog in Wolverhampton contributes its world-leading flight control technologies to global aircraft programmes including Boeing's 787 and China's COMAC C919, as well as several military aircraft.

■ www.moog.co.uk

Chinese connection in East Midlands

THE University of Nottingham is developing a new University Innovation Centre (UIC) with Chinese aerospace company ACAE (AVIC Commercial Aircraft Engine Company). Research will include investigating impact damage on composite materials, and thermal barrier coatings for better engine performance.

■ www.nottingham.ac.uk

Growth partnership boost for aerospace

New opportunities for Midlands supply chain companies

MAA chairman Clive Snowdon (left) and chief executive Andrew Mair with Roger Bourne, BIS, and ADS's Graham Chisnall.

A NEW UK aerospace strategy designed to build on the commercial success of the civil aerospace sector holds the promise of major benefits to Midlands supply chain companies.

That was the message from senior

representatives of both government and industry to MAA members at a combined members' meeting and AGM on 10 October.

Called the Aerospace Growth Partnership (AGP), the strategy was launched at Farnborough in July. It is the result of intensive groundwork and demonstrates a "significant level of engagement" between business and government and across the aerospace industry.

"Support for civil aerospace is aligned all the way from the top, making it a consistent and coherent sector," said Graham Chisnall, ADS's deputy chief executive and managing director

Continued on page 2



New MAA magazine to take global view

Midlands Aerospace, a new quarterly publication from the MAA, is due to launch in January.

The new publication – the successor to *Aerospace in the Midlands* – will present a broader picture of the aerospace industry, looking at issues and opportunities from a Midlands perspective and positioning the MAA as a thought leader.

Chief executive Andrew Mair sees *Midlands Aerospace* as a "natural evolution" in the MAA's communications strategy. "Over the last 10 years, we have seen our industry's outlook become more international, and we want to reflect this in our publication."

The new magazine will present increased editorial and advertising opportunities for members and non-members. Features and opinion will be more prominent. News stories will be linked to the MAA's website to encourage a higher site visitor rate.

■ Please contact emma.burgess@midlandsaerospace.org.uk for the new features calendar and rate card.



midlands aerospace alliance

MAA lines up technology, manufacturing based events

THE MAA is spearheading a strong season of activities for the Midlands aerospace sector, including the first MAA annual conference next February.

The MAA is working with the University of Wolverhampton to present a series of workshops designed to support business growth for SMEs and larger companies in growing and adopting new ideas and collaborative working practices. The series is supported by the university's Innovation 1st programme, which is part-funded by the European Regional Development Fund (ERDF), and includes:

- The future of net shape forming in aerospace manufacturing – 14 November
- Manufacturing simulation – 11 December
- Electronics manufacturing and metrology – 17 January (TBC)

All three events will be held at the Manufacturing Technology Centre (MTC) in Coventry but streamed live to the Telford campus of the University of Wolverhampton.

For full details of the events, please visit the MAA website or contact bridget.day@midlandsaerospace.org.uk

Funding advice

FUNDING is still available for East Midlands SMEs from the Transport iNet to provide expert help from the MAA on improving their businesses. The programme, supported by the European Regional Development Fund (ERDF), is designed to help companies with their business strategies. Contact stan.payne@midlandsaerospace.org.uk for more details.

GROWTH PARTNERSHIP BOOST FOR AEROSPACE

Continued from page 1 aerospace. "This is a major effort; a very substantial supply chain initiative."

Roger Bourne, head of civil aerospace at the Department for Business, Innovation and Skills (BIS), said discussions are under way with the Ministry of Defence on a "defence-focused partnership". He said the nature of that part of the industry meant it would be a long process.

The AGP brings industry and government together to address barriers to growth, boost exports and grow the number of high-value jobs in the UK.

Among its achievements to date are a commitment to build a new UK Aerodynamics Centre, 500 funded Masters level degree places in aerospace engineering, and investment in industry-led advanced technology projects.

MAA chief executive Andrew Mair said the AGP is "a commitment to work together for the long-term support of a winning sector."

"With the AGP, we are optimistic for the outcome of new national funding applications currently being assessed for programmes which channel money directly into SMEs."

Seminars tackle issues in environment, composites

TWO seminars are being organised in the New Year by the MAA in the East Midlands to help SMEs address the issues of environmental objectives in new technology and the use of composites and other advanced materials in aerospace.

Recognising that environmental issues are an important part of most aerospace technology targets, the January event will feature presentations by primes and Tier 1s on their key technology objectives, how they intend to fulfil them and how their supply chains can participate.

It will also include presentations by East Midlands SMEs which illustrate how they are meeting their customer needs in environmental technology objectives. A presentation on the Aerospace Growth Partnership (AGP) is also planned.

The half-day seminar will highlight environmental issues affecting the aerospace sector with specific emphasis on the More Electric Aircraft/Engine, REACH and NATS.

In February, the topic of composite materials and other advanced materials will be the subject of another half-day seminar.

This event will feature presentations by key Tier 1s on their principal



EUROPEAN UNION
Investing in Your Future
European Regional
Development Fund 2007-13

The seminars are part-funded by the European Regional Development Fund 2007-13 via the East Midlands Transport iNet programme.

objectives in their use of composites materials and/or other advanced materials, including new metals, how they intend to fulfil them and how their supply chains can identify the right future technology trends and prepare for them.

It will include case studies by East Midlands composites companies, including SMEs, on their experiences in the use of composite materials and/or alternative materials, including advanced metal alloys. "We expect the discussion by SME speakers about their roles in some of these large projects will act as a guide for other SMEs wishing to participate in these programmes," said the MAA's Stan Payne.

Talks continue with the Manufacturing Technology Centre and University of Nottingham on their possible participation in this seminar.

Both events are part-funded by the European Regional Development Fund 2007-13 via the East Midlands Transport iNet. For further details, please visit the MAA website or e-mail stan.payne@midlandsaerospace.org.uk

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Supply chain improvement strategies' similarities aired

GETTING the whole supply chain to work together is the key to improving quality and delivery performance, as delegates heard at an MAA-organised event in Derby supported by Rolls-Royce and Aero Engine Controls.

Step-change improvements, whether they're achieved by SC21, or by complementary approaches such as Rolls-Royce's Journey to Process Excellence (JTPE) programme or Aero Engine Controls' Profit Through Partnership (PTP), are crucial to maintaining competitive advantage in today's global market.

One hundred representatives of Midlands supply chain companies heard Andy Page, Rolls-Royce global supply chain development executive, describe what it takes to supply a company like Rolls-Royce. He was followed by Phil Curnock, SC21 project manager for ADS, and Wayne Sear of Aero Engine Controls who presented views on collaborative working and continuous improvement using the SC21 and supplier association approaches.

Representatives from six Midlands suppliers, some of which have been presented with SC21 recognition

awards, shared best practice in supply chain improvement from their experiences of working with the Rolls-Royce, SC21 and Aero Engine Controls tools.

Sean Fox, operations manager at Midlands-based SL Engineering, an SC21 silver award-winning SME, described it as "a great opportunity for us to raise our profile and network. It was also good to hear passionate people talk about a subject they obviously had strong feelings about."

There was "really good balance and tempo throughout", remarked one delegate. Others said it was a "very good opportunity to find out what others are doing... a good open forum [with] some very inspired presentations".

MAA manufacturing specialist Tim Holmes, who organised the event, said supply chain improvement "is critical to the continued competitiveness of UK aerospace industry. That's what makes the message of this event so important."

■ The MAA has just become an accredited SC21 training partner, one of only three in the Midlands, to boost its ability to support members through their SC21 journey.

Delegates packed the Rolls-Royce Learning Development Centre in Derby to hear keynote speakers discuss separate but similar approaches to supply chain improvement.

MAA re-elects directors to join new look board

MAA directors David Danger and Mike Smith were re-elected to the MAA Board at the annual members' meeting.

Chairman Clive Snowdon welcomed Danger, managing director of UTAS Marston Aerospace, and Bromford Industries' chief executive Smith back for further two-year terms of office.

A number of changes over the last year in the appointed board members strengthens the board and reflects the region's evolving industrial and policy environment, said Snowdon. "We also expect to appoint an additional director to make sure that the small company community is properly represented."

He introduced new directors Steve Curtis, Wolverhampton site director of UTC Aerospace Systems; Klaids Lafon de Ribeyrolles, executive vice-president, Purchasing Strategy, Rolls-Royce; Neil Rawlinson, director of Strategic Development at the Manufacturing Technology Centre; Jay Patel, interim head of Economic Development for Wolverhampton City Council; and Councillor Mark Tittley of Derby City Council.

Other board members are Craig Askew (ITP Engines UK), Simon Beech (Bulwell Precision Engineering), Adrian Leatherland (Resource Group), Stuart McLachlan (MOOG Aircraft), Ian McMurray (Meggitt), Annette Rothwell (Aero Engine Controls), Tony Tinley (Unite the Union), and Prof Pat Wheeler (Nottingham University).

In other business, Snowdon said MAA membership is on the rise, fast approaching the 300 mark.

He said the MAA had weathered the difficult period following the change in government when sources of funding were in a state of flux as the regional development agencies (RDAs) were replaced by Local Enterprise Partnerships. "We are on track to break even for the current year," he added.

Do you get your weekly news from the MAA?

Every week the MAA team sends an electronic newsletter to everyone on its database, with up-to-date news and business opportunities and the latest events information. If you don't get the MAA e-letter, and would like to, let us know at info@midlandsaerospace.org.uk

Space for Paris 2013 going fast

IT'S not too soon to be registering interest in exhibiting at next spring's Paris airshow with the MAA – in fact, one-third of the available space has already been booked.

Past exhibitors at Paris-Le Bourget have been quick to reserve for the 2013 event, which runs from 17-23 June. "Many members have done well at previous Paris airshows," said MAA Marketing manager Emma Burgess, "so obviously they're keen to return."

The MAA has commissioned a new stand design and floor plan, based on the popular 'pod' concept, for Paris 2013, and again will provide the coordination and logistics support that means exhibitors will arrive at the show to find their brands presented on a highly visual and professionally finished stand.

"Our exhibitors like the pod approach," said Emma, "because it gives them that all-important physical presence and an excellent base. The MAA support team can take enquiries while they go and meet with key contacts."

■ For more information and to book, please contact emma.burgess@midlandsaerospace.org.uk or call 024 7643 0250.

Aero India 2013

THE MAA is seeking members' interest in exhibiting at Aero India 2013, which is being staged at Yelahanka Air Force Base in Bangalore from 6-10 February 2013. Grants from UK Trade & Investment are available for qualifying companies. Contact emma.burgess@midlandsaerospace.org.uk.

Resounding success at Farnborough 2012

Make a wish: MAA chairman Clive Snowdon performs the honours on the MAA's 10th anniversary cake at Farnborough with chief executive Andrew Mair looking on.

FARNBOROUGH 2012 proved both the biggest and busiest show yet for the MAA and its members, with events ranging from ministerial visits to cutting a cake to start the MAA's 10th anniversary celebrations.

With 27 companies exhibiting on the MAA stand, occupying 28 pods, the Midlands regional presence was the second-largest in terms of participants at the entire show. An additional, 42 MAA members had their own independent stands.

"Business was brisk throughout the show," said MAA marketing manager Emma Burgess. "The organisers said that as a whole, Farnborough 2012 was almost as busy as the 2010 event, which was a record in terms of trade visitors. Our experience certainly confirms this."

The show was also notable for the strongest government presence and support for the show and the industry for many years – including from Prime Minister David Cameron.

Among VIP visitors to the MAA stand were Foreign Secretary William Hague, Business Minister Mark Prisk and Trade Minister Lord Green. Several Midlands MPs, including Opposition SME spokesman Toby Perkins, the MP for Chesterfield, also dropped by to show their support.

The MAA and Northwest Aerospace Alliance jointly hosted a reception to publicise their growing cooperation, while the MAA's SC21



coffee morning highlighted members' accomplishments in supply chain improvement.

The Italian UK Trade & Investment team spent the week working with Midlands exhibitors on plans for a future trade mission to Italy.

Midlands companies with a presence on the Boeing 737 Max and its CFM engines, the Airbus A350-1000 and its Trent engines, and Mitsubishi MRJ and its Pratt & Whitney engines received a boost from announcements made at the show.

For exhibitors, Farnborough 2012 was "a thoroughly good show all round", as one put it. "Very impressed," said another.

"The MAA team introduced a potential supplier to us that is likely to save us £250,000 in one transaction alone," said a member. Others also commented on the quality of contacts, enquiries and meetings at the show.

As MAA chairman Clive Snowdon cut the 10th anniversary cake, chief executive Andrew Mair noted that the alliance had come a long way from its first Farnborough, and said he looked forward with renewed enthusiasm to the next decade and beyond.

An example of the London 2012 Olympic torch, made by MAA member Premier Group, provides a talking point for Business Minister Mark Prisk as he tours the MAA stand at Farnborough.



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Positive outcomes from MAA Berlin aerospace lift

A GROUP of MAA members returned home from September's ILA Berlin pleased with the results of their first experience of Europe's third-largest airshow.

The group, which included Cinch, Delcam, Indestructible Paint and Maycast, plus Castle Metals and Trittech, exhibited as part of a strong national contingent in the UK suppliers' village, which was organised by the MAA on behalf of ADS and all six UK regional alliances, and supported by UK Trade & Investment.

The premier German exhibition struck one UK exhibitor as much bigger than expected, with "almost as many [exhibitors] as Farnborough".

The UK presence was located within the "excellent" International Suppliers Centre (ISC) hall, which had its own busy schedule of meet-the-buyer

meetings which enabled exhibiting companies to meet German primes and Tier 1s. "Four strong meetings in one day – the meet-the-buyer sessions... are going like clockwork," was a typical observation among the UK group.

Michael Fallon, newly-appointed Minister of State for Business and Enterprise, spent an hour on the UK stand talking to exhibitors following the 'Airbus ministers' meeting that is traditionally held at ILA Berlin. Exhibitors were able to brief the minister on the aerospace supply chain, current business conditions and barriers to growth that government can help with.

Exhibitors praised "the usual first-rate professional support" provided by the MAA; they appreciated being able to "turn up and have our stand ready to go".

Michael Fallon (second right), the new UK Minister of State for Business and Innovation, is briefed at the Berlin show by Dave Blower of MAA member Maycast Nokes while Andrew Mair (left) and Nicolas Hallioud look on.

Nuclear options interest MAA members

FIFTY MAA members and guests gained special insights into nuclear industry business opportunities at a one-day event co-hosted by the MAA, Rolls-Royce and the Nuclear Advanced Manufacturing Research Centre (Nuclear AMRC), near Sheffield.

"Aerospace suppliers are ideally suited to diversify into the UK's growing nuclear industrial base," said MAA chief executive Dr Andrew Mair. "This intensive event provided the knowledge they need to plan their own market entry strategies, notably how they can participate directly in the UK's Fit for Nuclear programme to identify competent new suppliers to the industry."

Participants heard from Rolls-Royce about its plans to manufacture key systems and components for future nuclear power stations and potential business opportunities in support of this strategy in areas including civil nuclear new build delivery, raw material/forging, pumps, valves and fabrication, machining, bought out finished components including heat exchangers, tanks and vessels, electronic controls and instrumentation.

Helander Precision, a leading supply chain company, offered delegates an overview of what it takes to be a supplier to aerospace, oil and gas and nuclear sectors

"It was very useful indeed for our members to understand their potential market position in nuclear supply chains to Rolls-Royce and other key players," said Mair.

Wolverhampton to run new degree course

MAA members are helping the University of Wolverhampton design a new two-year, industry-based manufacturing engineering degree.

The MAA will also teach part of the modules on SC21, lean manufacturing and quality systems on the BEng(Hons) Manufacturing Engineering programme.

Input from MAA members Moog, UTAS Marston Aerospace, UTAS Actuation Systems and Meggitt

Control Systems was considered by the university in designing the course, which will start in February 2013.

The course will have two or three intakes per year and will be taught flexibly so that it can be tailored to industry requirements. The two-year route is based on three days in industry and two days academic taught.

For more details contact bridget.day@midlandsaerospace.org.uk

MAA members consider the nuclear business during their tour of the Nuclear AMRC near Sheffield.





KMF impresses Cable

KMF (Precision Sheet Metal) has received a glowing endorsement from Business Secretary Dr Vince Cable, who described it as an “inspirational engineering company with the best apprenticeship programme I’ve ever seen”.

Dr Cable’s comments came on a visit to the MAA member’s Newcastle under Lyme premises. He said: “The young people there were so professional and highly motivated: a brilliant example.”

His visit was part of current government strategy to develop long-term partnerships with industry.

Dr Vince Cable gets an insight into KMF’s Advanced Solutions facility from ex-apprentice Stefan Rduch, now Advanced Solutions Manager.

Gardner gains French footprint

DERBY-based Gardner Group has gained a footprint in the important French aerospace sector through the acquisition by its major investor of the French company Group Airia SAS and its subsidiary Financiere Maz’air SAS.

The companies will operate under the umbrella of a new parent company, Gardner Aerospace Holdings.

Gardner chairman Nick Sanders described the move as strategically significant for Gardner as well as “a major step in the overall consolidation of the aerospace components manufacturing sector”.

“Gardner’s key customers have, for some time, been looking to suppliers in the sector to create scale and recognise that common ownership is the ultimate solution,” he said. “The creation of this new Anglo-French company is a real first for the sector and is testament to the vision of both groups and their customers.”

The new group will have 2012 sales in excess of £98 million and more than 1,300 employees, making it one of Europe’s largest independent suppliers of aerospace detail parts.

■ www.gardner-aerospace.com

Churchill sets up new plant in Mexico

MIDLANDS-based precision machinist JJ Churchill is setting up a new gas turbine aerofoil manufacturing facility in Mexico. Churchill is investing £6 million in a 38,000sq ft plant in Sonora state, home to a growing integrated aerospace cluster.

Managing director Andrew

Churchill said the move positions the company to serve all its North American customers in a timely and cost-effective manner and to increase its competitiveness on high-volume components. Its seed customer is Rolls-Royce in North America.

■ <http://jjchurchill.com>

NEW MEMBERS

The MAA welcomes the following new members to the alliance:

Air Cargo Transport Ltd
Coleorton, Leicestershire
Road transport.

Applied CAE, Castle Donington
CAD, manufacturing and product lifecycle management solutions.

Concept Visual Management Ltd
Derby
Visual management boards.

Cowens Survival Capability
Mansfield
Chartered insurance broker.

Derby City Council, Derby
Local authority.

Eminate, Leicestershire
Research and commercialisation of coatings and metal powders.

Lean Possibilities Ltd, Telford
Lean management.

Manufacturing Technology Centre
Coventry
Research and technology organisation.

Micro Spring & Presswork Co Ltd
Redditch
Manufacturers of springs, presswork and assemblies.

Mitsubishi Materials UK
Tamworth, Staffordshire
Precision cutting tools and engineering support.

PK Engineering Ltd, Hereford
Precision machined components in non-ferrous metals and plastics.

PRP Optoelectronics
Towcester, Northamptonshire
Manufacturer of high quality LED-based systems.

Rudd Macnamara, Birmingham
Labels and nameplates supply.

Techniswage Ltd
Warley, West Midlands
Tube end forming and tube manipulation.

VR Aviation Safety Partnership Ltd
Nottingham
Aviation and airworthiness consultancy and training.



Scan to visit the searchable database of MAA members.

For details on how to join, go to www.midlandsaerospace.org.uk/join

Wincanton
Kingswinford, West Midlands
Logistics and advanced supply chain solutions.

ASSOCIATE MEMBERS

Desktop Engineering Ltd
Witney, Oxfordshire
Integrator and reseller of software and systems.

Ed Fagan Europe, Devon
Speciality metal and alloys.

ETDE, Manchester
Technical engineering and service.

Glass Technology Services Ltd
Sheffield
Glass research and development.

Metal Spinners Group Ltd
Newcastle Upon Tyne
Formed metal components and assemblies.

Norbar Torque Tools Ltd, Banbury
Measurement and calibration equipment manufacture and services.

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NEWS IN BRIEF

Meggitt PLC, the international aerospace, defence and electronics group which has a strong Midlands presence, has acquired Birmingham-based Precision Micro, one of Europe's leading high precision, photochemical machining manufacturers. Meggitt says the acquisition sits well in its portfolio and will open up new opportunities for the Precision Micro business, which will be managed by Meggitt's Equipment Group division.

Bromford Industries has won a major long-term contract to supply Messier Bugatti Dowty with landing gear components and sub-assemblies for the Airbus A350, to be introduced in 2014. The 10-year deal, worth more than £40 million, covers main landing gear parts for the Airbus aircraft's -800 and -900 variants which have nearly 500 orders already.

MAA member **Smith & Williamson** has provided strategic advice to the management of Titan Airways for a partial buy-out (MBO) from Titan's parent company, Hagondale Ltd.

Invotec Group's plant in Telford, which specialises in multilayer PCB manufacturing, has been awarded the AS9100 Rev C quality management standard. **Paul Fabrications** has also earned AS9100 Rev C certification.

KMF (Precision Sheet Metal) has won a contract with Contour Aerospace (part of Zodiac Aerospace)



to manufacture premium seating components and assemblies. KMF says the deal justifies its commitment to its SC21 Silver-approved Advanced Solutions division in Newcastle under Lyme.

THE University of Nottingham formally opens its new Aerospace Technology Centre on 26 October as part of its first showcase for aerospace technology and innovation in the Midlands. The event, which is supported by the European Regional Development Fund, highlights the work of the university's Institute for Aerospace Technology, along with its partners.

Birmingham-based **Indestructible Paint** has introduced a new marker pen containing chemical-resistant ink for permanently marking castings and aero engine components. The black ink is designed to be non-corrosive at room and elevated temperatures and not to give stress corrosion at temperatures up to 700°C on nimonic 75. It meets standards CSS 123 and OMAT 264H.

Atlas Composites capped its 15th anniversary by making the shortlist in two categories at the Derbyshire and Nottinghamshire Chamber of Commerce Best Business Awards 2012. Managing director Shaun Moloney (pictured third left above with his management team) was "absolutely delighted" to make the final. It was an important step in Atlas's journey to "becoming the approved global supplier of choice to the aerospace composites industry."

CALENDAR

Finance your business for growth

Monday, 5 November
09.30-15.00, University of Warwick
A forum on the financial services sector and accessing funds.

Paris Airshow 2013 – information meeting

Tuesday, 6 November
08.30-10.00, MAA office, Coventry
Learn more about exhibiting with the MAA at Paris 2013.

The future of net shape forming in aerospace manufacturing

Wednesday, 14 November
09.00-17.30, MTC (Coventry) and Telford

Manufacturing simulation

Tuesday, 11 December
TBA, MTC (Coventry) and Telford

The MAA annual conference: aerospace futures, aerospace forecasts

Wednesday, 20 February 2013
09.00-16.00, Rolls-Royce, Derby
A must for senior managers from Midlands and UK aerospace supply chain companies.



For details of events, please visit the MAA website

About the MAA...

The Midlands Aerospace Alliance (MAA) is the voice of companies in the British Midlands supplying global aerospace. Its 250+ member organisations range from global aerospace players to SMEs. The MAA board comprises senior managers from Aero Engine Controls, Meggitt, Moog Aircraft Group, Rolls-Royce and United Technologies Aerospace Systems, as well as elected supply chain representatives and key regional partner bodies.



For additional copies of AIM, or to add your clients to the distribution database, please contact the MAA Secretariat.

If you have a query or suggestion that you wish to make, please contact the MAA by any of the means below:

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midlands aerospace alliance

The Midlands Aerospace Alliance annual conference

Aerospace futures, aerospace forecasts

The visions and volumes that every aerospace supplier needs to know

Wednesday,
20 February 2013,
0900 – 1600,
Rolls-Royce
Learning
Development
Centre, Derby
DE24 8BG

The 2013 MAA conference **Aerospace futures, aerospace forecasts** will be a must for senior managers from Midlands and UK aerospace supply chain companies – those who need to understand how the aerospace business environment will evolve:

- over the 10-20 year time horizons crucial to successful business strategy
- over the 1-5 year time horizon so vital to good business planning.

Keynote speakers

Our confirmed keynote speakers include:



Robin Southwell, OBE, chief executive for UK Operations of EADS NV (European Aeronautic Defence and Space company) which owns Airbus and other UK companies.



Colin Smith, CBE, Director – Engineering & Technology, Rolls-Royce – and member of the main board, Rolls-Royce Group plc.



Richard Aboulafia, Vice President Analysis, Teal Group – distinguished, respected and quoted world-wide for his insights into industry trends.

