

A Closer Look: Aerospace & Defense

CRA Charles River
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A Tale of Two Titans

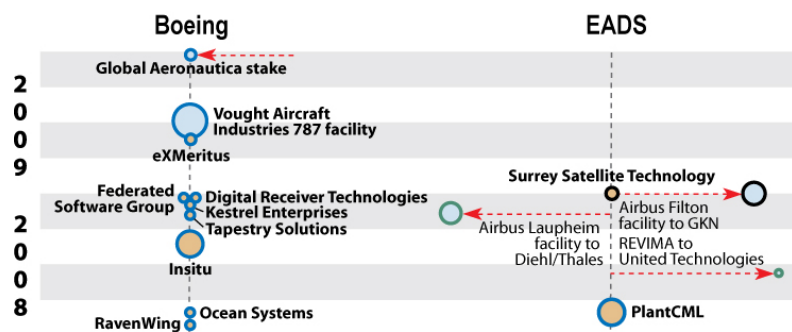
Reinforcing areas of relative strength, venturing into attractive adjacencies, dealing with global financial crisis and managing complex development programs. These common themes have played out across the global aerospace and defense sector over the past two years and no more so than in the two largest industry participants, Boeing and

EADS. Aside from their titanic struggles in the World Trade Organization and USAF Tanker War, each is trying to find avenues of growth in a challenging environment for civil aviation, but in different ways. CRA's newly released 2009 Aerospace & Defense Mergers & Acquisitions Map illustrates how. In the security arena, Boeing used acquisitions to expand its presence in attractive US intelligence, unmanned aerial systems and cyber security market segments. EADS similarly utilized M&A to gain a leading position in the growing global dual-use small satellite industry and establish a significant position in the US public safety communications sector. On the other hand, they used transactions differently to deal with significant supply chain issues on the commercial side of each company. Boeing felt compelled to acquire portions of its 787 supply chain in order to stabilize that program, while EADS divested elements of its Airbus operations to reduce its cost structure. To view the full-size graphic comparing recent M&A activity by Boeing and EADS, [click here](#).

This tale of two titans is but one vignette told by CRA's Aerospace & Defense Mergers & Acquisitions Map. To request your copy of the latest version of the map and trace the stories behind the evolution of other A&D firms, please [click here](#).

About aerospace and defense consulting at CRA

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



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