Building trust with Embraer

How transparency is helping set us apart from the competition.
A leader is someone who will take you to a place you might not otherwise go.

When I started at Rockwell International in a marketing role in 1979, I never thought about becoming a CEO. While I was drawn toward leadership opportunities, and I could see myself in a senior management role, the most senior leader I knew at the time was the general manager of my division. Looking back, I realize I am where I am today because there were others – leaders at Rockwell International – who recognized my potential, saw my passion for leadership, provided opportunities for growth, and steered me toward roles I would have never considered on my own. It’s one of the reasons why my favorite definition of a leader is someone who will take you to a place you might not otherwise go.

Serving as CEO of Rockwell Collins has been one of the most rewarding experiences of my career. I came into this role at a time when some thought Rockwell Collins wouldn’t survive as a stand-alone company. And now, as I look forward to retirement, I leave knowing that the company will not only survive, it will grow and thrive.

I know this because Rockwell Collins’ successes are the result of extraordinary talents and commitment of so many. Unlike some sports where you can win with a superstar, this company has achieved success with effective teamwork and strong leadership – at all levels. One example of this can be found in the cover story of this issue of Horizons magazine. You’ll read about how teamwork among all levels of leadership helped Rockwell Collins build transparency and trust with Embraer in Brazil.

Over the years, I’ve seen a lot of change, and I recognize Rockwell Collins will continue to experience change long after I’ve bid my last farewell. For that reason, I am pleased that Kelly Ortberg will succeed me as president and CEO. Kelly brings a rich depth of experience to this position, having had both our commercial and government businesses. He knows how to set direction, he knows how to allocate resources both our commercial and government businesses. He knows how to bring a rich depth of experience to this position, having run leadership roles I would have never considered on my own. It’s one of the reasons why my favorite definition of a leader is someone who will take you to a place you might not otherwise go.

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Executive ceremony at the Paris Air Show.

Rockwell Collins employees who were part of the design and development of the Airbus A350 XWB were thrilled to see the aircraft achieve a successful first flight on June 14 via live broadcast. The new aircraft took off from Airbus headquarters in Toulouse, France. Video footage of the flight is available at the Airbus channel on YouTube.com and at A350xwb.com. “Seeing this new Airbus fly made us more proud than ever, given our increased participation as a larger system provider than on previous Airbus programs,” said Christophe Blanc, senior director of Airbus programs. “We have been able, with the cooperation of our third party suppliers, to contribute to this great milestone for the A350 XWB. This event allowed us to thank all our teams and suppliers for all their efforts leading to this success.”

Four days after the first flight, our company received a Gold Award from Airbus for “outstanding levels of customer satisfaction” during the Airbus Suppliers Awards ceremony at the Paris Air Show. Rockwell Collins has more content on the A350 XWB than on previous Airbus platforms. Our company is providing the communication, information management, navigation, data network and landing systems, along with the Trimable Horizontal Stabilizer Actuator and rudder/brake assembly. We also have more system responsibility on the A350 XWB than on previous Airbus platforms. For example, Rockwell Collins led all integration activities as the Tier 1 supplier for the Communication Global Work Package. Rockwell Collins has been working with the Chinese aviation industry and its suppliers for 30 years. Our company’s equipment is installed in many airplanes manufactured in China, including the ARJ21, MA60/600, Y8, Y12, K8, AC312 and AC352, and is on nearly every western airliner operated by China’s airlines.

Rockwell Collins and China Leihua Electronic Technology Research Institute celebrate joint venture grand opening

Rockwell Collins and China Leihua Electronic Technology Research Institute (LETRI), a subsidiary of the Aviation Industry Corporation of China (AVIC), announced in June the formal incorporation and grand opening of a joint venture — AVIC Leihua Rockwell Collins Avionics Company. The new joint venture will initially develop, manufacture and deliver integrated surveillance system products for the COMAC C919 program in China.

“The formalization of our first joint venture with AVIC demonstrates the strongest cooperation yet between our organizations,” said Kent Statler, executive vice president and chief operating officer, Commercial Systems. “The creation of AVIC Leihua Rockwell Collins Avionics Company is a major milestone in supporting the COMAC C919 program, as well as another step forward in supporting the growing aviation industry in China.”

“The establishment of this joint venture unveils a new chapter of cooperation between Rockwell Collins and AVIC,” said Zhang Xinguo, senior vice president of AVIC. “This is a major milestone in supporting the COMAC C919 program, as well as another step forward in supporting the growing aviation industry in China.”
Nilson Rabelo’s job title may be systems engineer for Rockwell Collins, but his daily job on-site at Embraer’s headquarters in São José dos Campos, São Paulo, Brazil, also includes the critical role of cultural interpreter. It’s at the Embraer facility where development is underway on the KC-390 tanker/transport aircraft for its first flight in 2014. Embraer Defense and Security and the Brazilian Air Force selected Rockwell Collins in April 2011 to provide our Pro Line Fusion® integrated avionics system for the KC-390, making it the first application of Pro Line Fusion on a military platform.

Being on-site allows Rabelo – who is Brazilian – to work face to face with Embraer systems engineers, unhindered by language, culture or time zone barriers. His 18 years of experience in engineering and customer support at Rockwell Collins – including three years in the United States – are put to good use facilitating communications between Embraer engineers in Brazil and our engineers in other parts of the world.

“It’s very easy for me to walk over to the engineering area and find out if there’s anything Embraer engineers need, or if there’s a question they need addressed by someone at Rockwell Collins,” said Rabelo. “I can respond quickly with answers or resources to ensure clear communication.”

Rabelo also is gaining valuable expertise working alongside his counterparts at Embraer. This will help Rockwell Collins in Brazil support the Pro Line Fusion system not only during production, but also during entry into service and operation with the Brazilian Air Force.

Our customer affinity with Embraer involves a focus on the customer, transparency in communicating our company’s capabilities, and doing what we say we’re going to do. And it’s paying off with the Brazilian aircraft manufacturer.

“Our history of delivering to our commitments to Embraer was key in helping Rockwell Collins win the Pro Line Fusion® integrated avionics system contract for Embraer’s KC-390 tanker/transport aircraft.”

“Over our long history working together, I believe the name Rockwell Collins has become synonymous with trust,” said Rabelo. “That’s important in this country where relationships are as important as the solutions we provide.”

Peer to peer relationships
The Brazilian culture is known for its diversity, openness and hospitality. Great importance is placed on the family, which is at the center of the country’s social structure. And just like family relationships, similar importance is placed on business relationships. As a result, Rockwell Collins has worked over a number of years to develop and maintain customer affinity at all levels of the Embraer organization – from senior executives to systems engineers.

Since first joining Rockwell Collins 31 years ago, Nelson Aquino has been steadily building open and transparent relationships with his counterparts at Embraer through his roles as customer support engineer to commercial account representative and now as managing director of Rockwell Collins Brazil.

“Brazilians want to do business with people who they trust and can call on if an issue arises,” said Aquino. “Our company has been open about what we can and cannot do, and we deliver on our commitments. That’s the basis of how we’ve achieved a high level of credibility within Embraer.”

Gaining momentum in Brazil
Over the last decade, Brazil has opened its economy to foreign markets and investment – making it the seventh largest economy in the world. It’s one of the top countries of focus for Rockwell Collins as part of our international growth strategy.
As one of the world’s major original equipment manufacturers (OEM), Embraer’s commercial and defense aircraft provide many opportunities for our company’s avionics solutions, including aftermarket business.

Rockwell Collins first began working with Embraer in the early 1970s when we supplied navigation solutions for the OEM’s first aircraft. Later that decade and into the 1980s, we began providing avionics suites, including our Pro Line II™ system for the EMB-120 turboprop commuter aircraft. That program was successful in introducing Embraer to our capabilities, our customer support services and our ability to meet customer expectations.

In 2007, Embraer approached several companies, including Rockwell Collins, to develop integrated flight deck avionics for its Legacy 450/500 mid-size business jet program. At that time, our Pro Line Fusion technology was the right fit for the OEM’s newest business jets. “Our Pro Line Fusion cockpit offered Embraer innovative technology that helped differentiate them in the market,” said Bob Lee, director of Air Transport Systems Strategy Development. “The Embraer selection team was not just choosing an avionics system, but a supplier who shared their goal of delivering quality airplanes to their customers. Through our peer relationships, we were able to help them see that Rockwell Collins shared that same emphasis on quality and the customer, and it turned out to be a winning combination for both of us.”

Two years after winning the Legacy program, Rockwell Collins was selected to provide our Pro Line Fusion integrated avionics system for the KC-390 tanker/transport aircraft. In addition to our ability to leverage this advanced commercial cockpit technology on a military platform, our performance and level of affinity for the customer developed through the Legacy program played key roles in the KC-390 win.

“Embraer’s vice president of industrial operations was the head of that selection process,” recalled Aquino. “He clearly expressed to us that we were awarded the program because of the trust Embraer had in us. And he made that affirmation very clearly.”

According to Aquino, trust will continue to be an important factor as Rockwell Collins is considered for other opportunities in Brazil. For example, Embraer Defense and Security has been named by the Brazilian Army as the prime contractor for a multi-year pilot program for the Integrated Border Monitoring System (SISFRON) project. Rockwell Collins is able to offer expertise for the radio communications solution for this program, as well as for other Brazilian military programs focused on securing and protecting the thousands of miles around the country’s borders.

“We recognize that customers in Brazil want new technologies that bring value without adding excessive risk,” said Aquino. “That’s one of the reasons why trust is so important.”

Beginning in 2007, during our pursuit of the Legacy 450/500 program, Rockwell Collins President Kelly Ortberg also played an important role in cultivating relationships with Embraer. At that time, he was executive vice president and chief operating officer of Commercial Systems. As he looks back on how we’ve built our relationships with Embraer, he believes the customer affinity that has developed over the years will help us win future business in Brazil.

“We have to continue to have the right price, the right cost, the right innovation and the right capability to meet Embraer’s objectives,” he said. “But our ability to build relationships and an affinity with our customers will set Rockwell Collins apart from the competition.”

By Annette Busbee

Technology, trust lead to KC-390 win

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Embraer selected our Pro Line Fusion integrated avionics system for its Legacy 450/500 business jets.

Virginia Ferro and Nilson Rabelo, both principal systems engineers at Rockwell Collins in Brazil, demonstrate on a daily basis our company’s commitment to serving Brazilian customers. Since they are so close to Embraer headquarters, they can respond quickly with answers or resources to ensure clear communication.

Ferro provides engineering expertise for Rockwell Collins solutions on the Legacy 450/500, while Rabelo is developing on the avionics system for the KC-390 program.
A look back at a memorable career

Clay Jones, who will retire as CEO on July 31, charted a new era for Rockwell Collins and helped shape it into the multi-billion dollar company it is today. His secret? A renewed focus on the customer, process discipline and, of course, trust.

One of Clay Jones’ most vivid memories begins with a short walk to the New York Stock Exchange. It was July 2, 2001, and he had just exited his hotel, which faced one of the World Trade Center towers. As Jones walked around the corner, he saw an enormous banner above the stock exchange that read, “Rockwell Collins – COL LISTED NYSE.”

While he and other senior leaders had been planning for our company’s spin-off from Rockwell International for months, the banner spurred strong emotions, ranging from excitement to anticipation, and brought clarity to the significance of the day.

“There it was – literally – our name in lights. We were getting the opportunity to start a brand new company that wasn’t brand new,” recalled Jones, who became CEO of Rockwell Collins at the spin-off. “Later that morning, I rang the opening bell, and then I had the chance to buy the first hundred shares of Rockwell Collins stock that was ever traded. What a day.”

It was like moving from minor league baseball to the big leagues. Yet, little did he know that his team would quickly learn whether they had their game together. The very first Board of Directors meeting following the spin-off was set for Sept. 2, 2001, in Cedar Rapids, Iowa.

“On Sept. 11, 2001, we realized that everything that had been planned had just been tossed up in the air,” said Jones, who will retire as CEO at the end of July. “We had to hold the board meeting over the phone because no one could fly to Cedar Rapids after the terrorist attacks. It’s a phone call I’ll never forget.”

Instead of presenting the annual operating plan as the agenda called for, he begged patience from the board as he worked to realign the company post 9/11. It was a pivotal moment that led to a pivotal year. Jones not only had to move the company in a new direction, he also had to prove to skeptical stakeholders that a brand new management team could take a blow and come through this crisis stronger than ever.

Today, there’s no mistaking Jones’ impact in shaping Rockwell Collins – in both challenging times and periods of extraordinary growth. Under his leadership, Rockwell Collins grew from $5 billion in annual revenues to a nearly $25 billion company, while also increasing total shareholder value by more than 200 percent. His success has often left others to wonder: How did he do it?

Unexpected career path

A native of Nashville, Tenn., Jones spent eight years in the United States Air Force, primarily flying fighters like the F-15, after graduating from the University of Tennessee with a degree in political science. He had hoped to pursue a career as a commercial airline pilot, but when he left the Air Force in the late 1970s, the airlines weren’t hiring.

A meeting with an Air Force buddy at a bar in 1979 quickly set Jones on an entirely new career path. His former flight commander in the Air Force suggested that he apply for a job at Rockwell International. He did and accepted a marketing role for defense electronics in Anaheim, Calif.

“I was a fish out of water in that first job,” recalled Jones, who at the time had no marketing experience. “The first week I was there, the airlines started hiring again. Yet, I had given these people my word, and I didn’t want to renge on the deal. I knew I couldn’t just throw my arms up and give up.”

In 1980, with his mind still on aviation, Jones transferred to Rockwell’s aircraft division in El Segundo, Calif. Over the next 15 years, he would hold various government affairs and marketing roles at Rockwell, each with increasing levels of responsibility. He also obtained a Master of Business Administration degree from The George Washington University while working.

“Throughout my career at Rockwell, I was fortunate to receive coaching and mentoring from some extraordinary, talented people who really helped me along the way,” said Jones, who worked with Rockwell leaders like Jim McDivitt, a former astronaut and senior vice president, Government Operations and International, and Sam Iacobellis, B-1-B program manager and deputy chairman and executive vice president, and Don Beall, chairman and CEO. “Those opportunities got me to where I am today.”

In 1995, while serving as the corporate senior vice president of Government Operations and International in Washington, D.C., Jones was offered a new challenge. He was asked to lead Rockwell Collins’ Air Transport Division in Cedar Rapids, Iowa.

Timely vision

It’s hard to imagine today, but when Jones arrived in Cedar Rapids 18 years ago, every single program in the Air Transport division was overrunning its budget. Additionally, the division had just lost major positions on two aircraft platforms.

“I could have said no to the job,” recalled Jones, who at that point had spent his entire career on the government side of Rockwell International. “But I knew I wasn’t being sent to Cedar Rapids to fail.”

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With his background in government affairs and marketing, Jones knew how to relate to customers and understood the importance of customer focus. He also recognized the implications to future programs and planning when teams can’t perform within expectations and quickly worked to change that.

“In some ways, the business unit had lost its way and its ability to listen and relate to the customer,” he explained. “The first thing we had to do was renew customer focus.”

Not long after Jones arrived in Cedar Rapids, another pivotal moment came during a meeting between Jones and its ability to listen and relate to the customer,” he explained. “The first thing we had to do was renew customer focus.”

While Clay Jones plans to retire as chief executive officer of Rockwell Collins on July 31 after nearly 34 years of service, he will continue on our company’s board of directors as non-executive chairman.

Executive Leadership

Serendipity

A year later, Jones got that chance when Rockwell International divested and sold its aerospace and defense assets, particularly the original equipment manufacturing assets, to The Boeing Company. “We were given the responsibility to recreate the Collins businesses more efficiently because now instead of three separate divisions, we would have a single unit,” he explained. “From that was born the balanced business and strategic planning processes that promoted trust, efficiency and eliminated redundancy. It was the start of what I see as the modern-day Rockwell Collins.”

In January of 1999, after Jack Cosgrove retired as president of Rockwell Collins, Jones took his place and was named a corporate officer and senior vice president of Rockwell International. Then, in 2001, after the spin-off from Rockwell International, he became CEO of Rockwell Collins. As the new CEO, Jones got to pick the stock ticker. “I decided to go with the component of our name that had the longest history -- the Collins Radio Company that was founded in 1933,” he explained. “To be another public company, an independent company, sort of restored the old Collins Radio as a newer, fresher and, I would argue, stronger form.”

Those first few years after the spin-off drove home the strength of the balanced business model in the shared services environment along with strategic planning processes, especially as it dealt with aligning our company’s financial structure with strategic goals.

Yet, as Jones looks back, some achievements also came with a little luck. “I feel most of life is serendipity, and it was serendipity that I was invited to a presentation on the importance of Lean at Boeing just as we were looking for a unifying operational excellence initiative,” he explained. “The idea of Lean -- specifically what I called Lean Electronics -- was born on our Sabreliner aircraft as Herm Reininga and I flew back from Seattle.”

Jones knew that Lean Electronics, which was designed to carve out waste in both factories and offices, was fundamental to promoting change, improving processes, building trust and, ultimately, meeting customer requirements.

“I believe Lean Electronics has contributed more to Rockwell Collins’ success than anything else,” he explained. “It changed the culture of the company because it made people aware of the impact we have on the customer and the importance of reducing waste, reducing costs and becoming more efficient.”

Providing a Foundation

Since becoming CEO, Jones has had the opportunity to meet a number of high-level leaders, including both U.S. Presidents George W. Bush and Barack Obama. He’ll never forget his first meeting with Bush. Jones was in the West Wing of the White House as a member of the National Security Telecommunications Advisory Committee and, as Bush shook his hand, Jones thanked him for his leadership, particularly after 9/11.

“I caught his attention, and his response to me was, ‘Well, you know how you get to be a good leader, don’t you? You surround yourself with good people,’” recalled Jones. “It’s a memorable statement because I feel that’s what I’ve done at Rockwell Collins.”

In April, Jones announced his retirement and that Kelly Ortberg, president of Rockwell Collins, will succeed him as CEO. Today, as Jones looks forward to retirement, he relishes the opportunities he’s had in building our company and expects Rockwell Collins to continue to be great far into the future.

“Over the years, I’ve tried to pour a strong foundation, and now I leave thinking that it’s in a good place for the 39,000 people in this company to continue to lay bricks and build on,” he said. “When I started here in 1995, this was a great company. As I leave now, it’s an even better company. And with Kelly’s leadership, Rockwell Collins will continue to excel far into the future.”

By Crystal Fladanger
Moving forward

Why Kelly Ortberg is ready to lead Rockwell Collins to new levels of growth.

It’s no surprise that Kelly Ortberg began his career as a mechanical engineer. He has many of the requisite traits: He’s analytical, strategic and methodical. It’s also part of what makes him so successful in business—he’s the guy who will have thought through any issue from every angle, looking for the insight that will foster better decisions.

“Engineering teaches you basic problem-solving skills,” he said. “You can use those same skills on technical problems, business problems, all sorts of problems.”

He is about to reach the pinnacle of success as a leader. When Clay Jones retires as CEO at the end of July, Ortberg is set to step into the role, steering the company with his own style of strategic thinking. For Ortberg, it’s a style with deep roots.

“As a teenager trying to play football, I was pretty small,” he said. “I quickly learned that going head to head was not going to be a winning solution. So I had to be smarter.”

“I use that same line of thinking in how we approach our pursuit and order capture against the competition,” he continued. “I love going after the incumbent looking for the insight that will foster better decisions. To move forward, you have to be prepared.”

Ortberg began his professional career in 1982 when he joined the Defense Electronics division at Texas Instruments in Lewisville, Texas, as a mechanical engineer after graduating from The University of Iowa. “That first job really ignited my interest in the aerospace and defense market,” he explained. Years later, his younger brother, Todd, then a mechanical engineer at Rockwell Collins in Cedar Rapids, Iowa, suggested that Ortberg take a closer look at the opportunities at our company. That decision would change his fate, setting him on a more business-focused career path.

In 1987, Ortberg joined Rockwell Collins as a program manager for the Multi-Functional Information Distribution System (MIDS) program. For the next six years, Ortberg served in various capacities within our company’s data links area, where he also was given an opportunity to do more work internationally as the program manager for the Swedish Ministry of Defense Data Link program known as Bu-90. In 1998, he was promoted to director of our advanced data links program, and he later set the strategy for our highly successful communications business as vice president and general manager of Communication Systems in Government Systems.

“When I started, we didn’t have an advanced data link business,” said Ortberg. “We were able to create a new multi-million dollar business area.”

A tested leader

After the terrorist attacks on 9/11, a strong leader was needed in Air Transport Systems to manage through the downturn in the commercial aviation marketplace. Ortberg was the right person for the job. While he didn’t have commercial aerospace experience, he understood how to motivate people to achieve their full potential and knew the formula for successful pursuit and order capture.

“The air transport industry was really a mess after 9/11. Our organization was a bit dysfunctional, and some were concerned that we had lost our way with a key customer,” he explained. “My role was to bring the organization together—that employees see how their roles contributed to the winning solution. That change was a turning point for our company.”

Under Ortberg’s leadership, Rockwell Collins won key positions on the 787 Dreamliner in 2004, representing more content than we have ever had on a Boeing aircraft. Two years later, Ortberg was named executive vice president and chief operating officer of Commercial Systems. In this role, he’d oversee the launch of our new Pro Line Fusion® integrated avionics system and help our company more than double its content on an Airbus airplane. Our company,” explained Ortberg. “We had to think one step ahead of our current situation. We couldn’t live in the moment. We had to consider what was going to create challenges for us.”

Ortberg’s network also proved beneficial. The trust he had developed with senior leaders at Embraer in Brazil while in Commercial Systems helped Rockwell Collins win the KC-390 tanker/transport aircraft contract, the first military application of Pro Line Fusion.

Preparing for the future

Last September, Ortberg had a conflict during his regularly scheduled one-on-one meeting with Clay Jones, then chairman, president and CEO.

“I asked my assistant to call over and see if we could reschedule,” he explained. “I told him, ‘Oh boy, I better get over there,’ remembered Ortberg. “When I met with him, he let me know that he and the board decided to appoint me as president. It’s a meeting I’m glad I didn’t miss.”

In April, Jones announced his retirement and that Ortberg would succeed him as CEO. Today, as Ortberg looks forward to his new role, he’s considering both current and future needs at Rockwell Collins.

“I’ve always resonated with the Boy Scout motto, ‘Be prepared,’” said Ortberg, who is an Eagle Scout, the highest award the Ford Motor Company engineer and business executive who is the president and CEO of the Ford Motor Company.

Why he enjoys golf:

The game keeps you humble. Yet, there’s always a chance for a great shot.

Ortberg up close

With Rockwell Collins since: 1987

Leader he admires: Alan Mulally, engineer and business executive who is the president and CEO of the Ford Motor Company.

Why he enjoys golf:

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“I’ve always resonated with the Boy Scout motto, ‘Be prepared,’” said Ortberg, who is an Eagle Scout, the highest rank in Boy Scouts. “I believe you should be fearless in how you look at challenges, but realistic in how you attack those challenges. To move forward, you have to be prepared.”

And he believes Rockwell Collins is prepared to experience a bright future.

“I’m honored and excited for this opportunity and am confident in our people and our company,” he said. •

By Kelly Scott and Crystal Hardinger
Leading thoughts
For many great leaders, it wasn’t luck, but unique learning experiences that helped them rise to the top. The newest members of the Rockwell Collins Senior Leadership Council – Martha May, Colin Mahoney, Phil Jasper and Bruce King – recently shared personal experiences that led to growth within one of the six Rockwell Collins leadership attributes.

Martha May on building powerful networks
Senior Vice President, Human Resources
Relationship building often begins with a friendly gesture. Just ask Martha May. Back in the late 1980s, while May was in college and working part-time at American Airlines as a fleet service clerk, she had her eye on a supervisory role. At the time, May didn’t even have a resume, and she knew she was grossly under qualified for the job. Yet, an associate in the control tower helped her write her first resume and prepped her for the interview.

“The woman, who remains a good friend to this day, gave me a real appreciation for what it means to invest in others,” explained May, whose career included 19 years at American Airlines, where she held a series of leadership positions leading various human resources and operations divisions. “And ultimately, about 12 years later, I was able to return the favor and recommend her for a job that she was perfect for and had become vacant when I left to run Terminal B at Dallas-Fort Worth Airport.”

The experience helped shape May’s views when it comes to building powerful networks. Today, instead of pursuing relationships thinking about what other people can do for her, she tries to help others first, particularly when it comes to recognizing opportunities to help others realize their dreams and aspirations.

May also believes a genuine relationship starts with seeing the world from other people’s perspectives. For example, within her first 60 days at Rockwell Collins, she visited our facilities in Europe to better understand our company’s needs and resources to support international business growth.

“People care when they know you care,” said May. “Personal relationships make all the difference in business. Trust is built, ironically, by extending it. Creating trust is a part of the job description for leaders today — it’s the most important thing we do.”

Martha up close
With Rockwell Collins since: 2013; appointed senior vice president of Human Resources in April
Select former roles: Senior vice president and chief human resources officer for Bell Helicopter; managing director of various human resources and operations divisions, as well as general manager of customer service for the Oklahoma City Airport, for American Airlines
Leader she admires: Anne Mulcahy, former CEO of Xerox, because she wasn’t afraid to lead differently and be bold
Personal attributes: Collaborative, empathetic, thinks beyond day-to-day realities, pushes others to succeed, “talent junkie”

Colin Mahoney on communicating masterfully
Senior Vice President, International and Service Solutions
Seventeen years ago, when Colin Mahoney was fresh in his role as Asia-Pacific business development manager for our company’s services division, he found himself on stage in Singapore, giving what felt like a good presentation gone wrong.

“For an hour he stood before an audience of 20 — all employees of an airline he had hoped to gain as a customer — presenting the benefits of our company’s service. “There were no questions,” Mahoney recalls. “No interaction. A polite ‘thank you very much’ afterward and then everybody left. It finally dawned on me that I was using my flowery British vernacular and nobody understood a word I was saying.”

It was a communication lesson that the Basingstoke, Great Britain, native learned through experience: A meaningful message relies as much on communicating masterfully to the intended audience as on the information it contains.

Today, Mahoney places a high value on his international experience. His background in our services organization and his previous positions that have taken him around the globe serve him well in his newest role, helping to lead Rockwell Collins’ international growth in emerging and established markets.

“The lifeblood of this company is based on meeting expectations and doing what we say we’re going to do,” said Mahoney, who has lived in Europe and Asia. “Right now, there’s a lot of focus on understanding emerging countries and markets in order to do a better job of serving those customers, meeting their expectations. And while we all can read or watch films about places, listening and learning from people in country really is the best way to grasp what it takes to be successful.”

Colin up close
With Rockwell Collins since: 1987; appointed senior vice president of International and Service Solutions in February 2013
Select former roles: Vice president of sales, marketing and customer support for Commercial Systems; senior director of Business and Regional Systems sales; service center sales manager for Europe, Middle East and Africa; antennas technician
Fanatic about: Chelsea football, Formula 1® racing
Personal attributes: Open, outgoing, committed, demanding but fair
Phil Jasper on unleashing energy
Executive Vice President and Chief Operating Officer, Government Systems

The year was 1995, and Phil Jasper was just named Rockwell Collins’ lead engineer on the Boeing KC-135 Stratotanker program, a large aerial refueling aircraft contract that would help establish our company’s expertise as a prime contractor in systems integration. At that time, Jasper didn’t have a lot of leadership experience and, looking back, he realizes how big of a stretch the role was for him.

“We were working directly with the United States Air Force, and we were responsible for all aspects of the aircraft integration,” explained Jasper. “A program at this level required a large and geographically diverse team that could bring together very complex capabilities and products into an integrated system.”

The experience quickly taught Jasper the importance of unleashing energy – particularly when it comes to inspiring, motivating and developing others – throughout each phase of the program.

“I learned some effective ways to lead people and some not-so-effective ways to lead people,” Jasper admits. “To lead well, you have to understand what motivates the individuals on your team and the challenges they face. It’s all about removing roadblocks so that the team’s execution as a whole is as good as it can be. To do that, you really have to understand the team dynamic. For example, there are times when an aggressive leadership style is needed, and there are times when it’s counter-productive.”

Today, more than 15 years after his first leadership experience, Jasper continues to place a high value on “stretch” goals and roles that are outside people’s comfort zones because he believes it unleashes creativity within our company and helps employees realize their full potential.

“Challenging people often forces them to rethink current processes, thoughts, design tools, etc., and come up with solutions to meet those aggressive goals,” said Jasper.

Bruce King on executing flawlessly
Senior Vice President, Operations

A true measure of a company’s customer focus often isn’t in the way it responds in good times, but in tough times. That was the case during Bruce King’s first encounter with Rockwell Collins in the early 1990s as a manager on Rockwell International’s B-1 bomber program.

Rockwell Collins, then a subsidiary of Rockwell International, was providing early-generation ARC-210 DAMA radios to boost mission capabilities on the B-1. Completion of the radio wasn’t going smoothly, straining the timetable. Yet, Rockwell Collins employees continued to show how much they valued the program, remained focused on the customer, and delivered.

“That’s part of why I came to Rockwell Collins,” King said. “It was clear that the people were committed to doing what’s right at the end of the day, and that made for a good business relationship.”

That experience shaped King’s views on executing flawlessly. As the top leader in Operations, which handles procurement and manufacturing for all Rockwell Collins products, he continues to believe integrity and openness are essential for strong customer relationships.

“Our customers know that issues — what I call warts — come up,” said King. “But if you think about who we are and what we do — build trust every day — there is no better way to earn trust than to meet our customer commitments.”

Today, a decade-old letter from a government customer hangs on his office wall, expressing praise for the collaborative approach King’s team took to the KC-135 GATM program. King cherishes it because it’s a reminder of how consistency, reliability and urgency help us exceed customer expectations.

“Everything starts with the customer,” said King. “If it’s good for the customer, then it’s good for our business.”
Continuous improvement is not just a Lean term that’s talked about every now and then in Manchester, Iowa. It’s practiced by everyone, every day at this Rockwell Collins production facility. Here, operators are empowered to discuss defects and how to resolve them, which is how continuous improvement also is practiced at the Toyota Motor Manufacturing facility in Georgetown, Ky.

Earlier this year, members of our company’s Enterprise Lean team toured the Toyota manufacturing facility — where a vehicle is completed approximately every 47 seconds — to observe how each Toyota employee is responsible for problem solving and communicating corrective actions. According to Mark Novak, a Rockwell Collins principal Lean consultant, the Japanese automaker has been implementing standards for operational excellence for more than 50 years and is recognized as the top Lean leader in the world.

“At Toyota, problem solving is not just the job of supervisors and managers,” said Novak. “The employees are expected to be good at problem solving at every level.”

Toyota’s production goals include zero defects, zero employee injuries and a reduction in production time — similar to what our company strives to achieve. To better understand other similarities between the two companies, one Rockwell Collins team in Manchester recently volunteered to compare their practices to Toyota’s practices when it comes to continuous improvement at the lowest level.

Defect analysis meeting

All defects are also reported during a defect analysis meeting where employees work through the Plan, Do, Check, Adjust (PDCA) process with the quality team and managers. After employees present their 5 Why documents, discussion focuses on verification that the proposed solution works and on the adjustment of standard work instructions. In this photo, Manchester plant manager Chuck Stroo (far right) poses the questions, “Could this problem happen again?” and “What will stop it from happening again?” This type of engagement is an important part of the leadership coaching process to improve quality.

At the Toyota facility, leaders are actively engaged in stand-up and analysis meetings in an effort to get to the root cause of defects, find the best solution to problems, and provide opportunities for immediate feedback and coaching.

Respect, trust, teamwork

Respect for the customer, the employee and the company are central to Toyota’s operating philosophy. In Manchester, meeting guidelines emphasize showing respect for one another in order for trust to develop among team members. With relationships based on trust, teams are empowered to work together to continually improve processes, build quality products and satisfy our customers.

By Annette Busbee

Defect analysis meeting

All defects are also reported during a defect analysis meeting where employees work through the Plan, Do, Check, Adjust (PDCA) process with the quality team and managers. After employees present their 5 Why documents, discussion focuses on verification that the proposed solution works and on the adjustment of standard work instructions. In this photo, Manchester plant manager Chuck Stroo (far right) poses the questions, “Could this problem happen again?” and “What will stop it from happening again?” This type of engagement is an important part of the leadership coaching process to improve quality. At the Toyota facility, leaders are actively engaged in stand-up and analysis meetings in an effort to get to the root cause of defects, find the best solution to problems, and provide opportunities for immediate feedback and coaching.

Stand up meeting

Every morning at 7:30, team leader Mary Kelchen and her production team gather for a stand-up meeting at their Manchester, Iowa, facility. During this meeting, operators bring up defects, and the team talks through the root cause and possible solutions. Similar to the Toyota process, when employees find a problem, they are the first to offer a solution to their leaders.

Defect analysis meeting

Operator Marla Schiess (left) presents a 5 Why document on a number one lead she put in backwards on a circuit board. On this single sheet, Schiess notes she has trouble seeing the small identification dot on the part so will use a paint pen to make a larger dot on the lead. Toyota also uses a single sheet approach — called A3 in reference to the size of paper used — with operators to get to the root causes of problems. Discussing defects in stand-up meetings also draws on the energy and strength of the entire team to problem solve. In this case, Schiess’ fellow teammates, Linda Kelchen (right), also proposes a fixture to secure the lead in the correct position.

Lean helps us become more efficient through the elimination of non-value added activities. Employees can learn more about the Five Principles of Lean, which identify focus areas to achieve operational excellence, on the Lean Electronics page on Rockwell Collins Online.
HoRIZ oNs & THEN

The Herms of Rise

Originally established as a one-year project in Great Britain in the 1990s, Rockwell Collins’ Herms 2100 software continues to evolve to help airlines improve communications and operational efficiency. Today, with aircraft information enabled even more than ever before, the Herms system offers airlines a cost-effective way to utilize global data link and IP communication, integrating new and legacy airline back-office IT systems with the aircraft.

In the beginning, Herms was a “nice to have,” said Syrén. “But it didn’t take long before we realized it was something we couldn’t operate without. It has become a central part of our entire operation.” According to Hayward, constant feedback from our customers, which is collected through Hermes user conferences and product support activities, has helped the engineering team in Reading ensure their latest version of the software continues to meet airlines’ requirements.

“We stay quite close with our customers to make sure we understand what they need, but also to ensure they are aware of all Herms functions and to keep them abreast of the new features we have in the pipeline,” said Hayward. “Herms is a toolbox of features that can be tailored to each airline’s needs.”

Service anniversaries

Rockwell Collins offers congratulations to employees who have marked significant service anniversaries in recent months.

CELEBRATING 50 YEARS

Arlene L. Brazier
Cedar Rapids, Iowa
Start date: March 1963
Original position: Assembly operator on the E2C

CELEBRATING 40 YEARS

Freida Aldrich
Cedar Rapids, Iowa
Start date: May 1973
Original position: Sales Orders Entry Clerk

CELEBRATING 40 YEARS

Roger Bloom
Richardson, Texas
Start date: June 1973
Original position: Electrical Engineer, Special Programs Division

Proudest accomplishment: I was selected as a Corporate Level Engineer of the Year of Rockwell International in 1994 for my effort on the SMART-T program.

Today, with more aircraft information enabled than ever before, the Herms system offers airlines a cost-effective way to utilize global data link and IP communication, integrating new and legacy airline back-office IT systems with the aircraft. But in the early 1990s when Scandinavian Airlines began looking for a solution that would centrally manage data communications across all channels and then integrate with other airline operational control systems, “We were interested in data link communication and knew it would allow our aircraft to remain constantly connected to our central resources, but we did not have it at the time,” said Björn Syrén, data link manager for Scandinavian Airlines.

That changed in 1994 — following a successful two-year trial with a Rockwell Collins Aircraft Communications Addressing and Reporting System (ACARS) on board one of its aircraft — when the Stockholm, Sweden-based airline awarded a contract to Rockwell Collins in Reading, United Kingdom. The engineering team, which included a young software engineer named Alex Hayward, developed a back-office system to help the airline achieve the full benefit of having data link avionics on board. That development, originally a one-year project, has since become a software product line known as Rockwell Collins Herms 2100, named after the “messenger of the gods” in Greek mythology.

“Hermes helps connect the aircraft to the airline office, which results in better decision making, increased operational efficiency, and improved on-time performance,” said Hayward, now a senior systems engineer in Flight Information Solutions for Rockwell Collins, noting that Herms is now installed on more than 20 airline systems around the world. Rockwell Collins employees Alex Hayward [left] and Peter Filley, both from the United Kingdom, show how the Herms system is flexible and scalable, even with mobile devices. Our company recently celebrated the 15th anniversary of the Herms 2100 product line.
David H. Brehm
Paul W. Burnham
Priscilla Christie
Gail M. Damengter
Elaine M. Dingymang
Bonnie L. Fresh
Greg G. Insholl
Harald T. Guldand
John M. Lokeneg
Barry A. Reeves
Suzanna M. Shrant
Kern L. Stevens
Kimberly A. Siskus
Richard B. Teshner
Cynthia L. Keeler
Scott E. White
Homer L. Adams
Jackie S. Ambrose
Eric A. Baumgartner
Sharon A. Blane
Juan A. Brandt
Alman Brossard
Eric L. Brown
Jeffery L. Burgoyne
Kathy K. Cates-
Jeffrey L. Burgoyne
Alain Brossard
Jane A. Brandt
Sharon A. Blane
Juan A. Brandt
Alman Brossard
Eric L. Brown
Jeffery L. Burgoyne
Kathy K. Cates-
Proudest accomplishment: My most challenging accomplishment is coming from knowing most of the products I helped design and develop in the past. I will be doing one more project, and then I will retire from Rockwell Collins.

Ruth A. Putman
Toni L. Rauch
Alla N. Rivera
Martin Rodriquez
Dana L. Runyan
Noel J. Rud
William R. Ryder
Mary A. Voskuil
Hardi J. Wasiak
Gregory K. Walmer

Michael D. Buchen
Mark C. Buftch
Paul W. Carlson
Susan L. Fritz
Christiane F. Goodsmith
Richard P. Helsing
Dickie C. Ehrhart
Michael Kober
Andre Moussle
John M. Toker

Stephen C. Buil
Michael C. Burkhart
Paul W. Carlson
Eric A. Clason

David W. Dluhy
Cedar Rapids, Iowa
Start date: June 1973
Original position: Heat Transfer Lab Technician, CS
Current position: Heat Transfer Lab Technician, & E&T Lab Services
Proudest accomplishment: One of the most challenging projects for me was the JDIP program. It seemed like we were putting a lot of electronics into a small package that was dissipating a lot of power. The project required some innovative cooling approaches and also some demanding cooling test sets up.

Steve Roedeer
Melbourne, Fl.
Start date: June 1973
Original position: Electronic, Transaction, Communication, Navigation Systems, Cedar Rapids
Current position: Senior Engineer, Program Communications, Program Navigation Systems, Melbourne
Proudest accomplishment: My most challenging accomplishment is coming from knowing most of the products I helped design and develop in the past. I will be doing one more project, and then I will retire from Rockwell Collins.

Ruth A. Putman
Toni L. Rauch
Alla N. Rivera
Martin Rodriquez
Dana L. Runyan
Noel J. Rud
William R. Ryder
Mary A. Voskuil
Hardi J. Wasiak
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Adrian Martinez
Michael C. Mach
Marian E. Lamphier
Kenneth D. Ladage
Deborah L. Hiebert
Robert P . Haag
Byron K. Flint
Donald I. Donley
Sherman L. Chisom
Jason A. Castor
Jonathan A. Bates
Jeffrey S. Basham
Sebastien Arilla
Randy T. Anderson
Alfred S. Alvarado
APRIL
Michael W. Wiethorn
Joanne M. Weeks
Erika Vaca Martinez
Samol Sok
Douglas L. Sierra

with a caring and committed Health Services

Current position:
Occupational Health

Original position:
Cedar Rapids, Iowa

Holtzinger Serrano Vazquez

Favorite aspect of your current position:
Working and interacting with a caring and committed Health Services team.

Carol G. Smith
Debbie S. Snodgrass
Angela A. Stewart
John F. Stump
John M. Vonder Hare
Diana Elena Vargas Sanchez
Josie J. Wilhelm
John P. Wilmut

Most challenging project: from 1990- 2012. I worked on SAP alignments starting with Government Systems and transitioning into the Service Center alignments in the U.S., Europe and Australia. While each location had its own challenges (aligning individualized business processes and data to a common process and data repository), the common overiding memory is the exceptional people I had the pleasure of working with – both our E-Business team and the people we met in the other locations.

Mark H. Larn
Martin J. Silvestri
Minggang Pan
Kathleen A. Misbach
Charles E. Martin
Francis Jamroz
Londerville Sanchez

Proudest accomplishment:
On each MILSTAR Command Post, Commando Solo transmitters, a multi-tenant platform or a new subsystem on a large missions systems program – I know our customers and those who depend on our products to work correctly have received our best effort. They can be confident that I have done my part to earn their trust in Rockwell Collins.

Most challenging project:
MILSTAR Command Post, Commando Solo transmitters, a multi-tenant platform or a new subsystem on a large missions systems program – I know our customers and those who depend on our products to work correctly have received our best effort. They can be confident that I have done my part to earn their trust in Rockwell Collins.

Carole L. Bemer
David A. Baumeister
James F. Bauer
Daniel J. Bates
Pamela J. Barnett
Richard R. Ballew
Steven C. Atkins
JUNE
John P. Stumpf
Jose J. Velez
John P. Stumpf

Proudest accomplishment: When a system rig was having problems and the production line was shut down because of supposed autopilot problems, I was given a plate ticket on a Friday afternoon to travel to France on Sunday morning. I had the problems isolated and production restarted within a few days. I received a letter of commendation from the customer a few months later.

Mark A. Howell
Heather A. Interns
Aaron M. Kelly
Kathy A. Kennedy

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Mark H. Harris
Cedar Rapids, Iowa

Start date: June 1978

Original position: Principal Electrical Engineer, Mission Systems Engineering

Proudest accomplishment: On each MILSTAR Command Post, Commando Solo transmitters, a multi-tenant platform or a new subsystem on a large missions systems program – I know our customers and those who depend on our products to work correctly have received our best effort. They can be confident that I have done my part to earn their trust in Rockwell Collins.

Most testing project: Assembling prototype units for Exoatmospheric Kill Vehicle (EKV) project to meet severe environmental specifications.

Dennis Markle
Cedar Rapids, Iowa

Start date: June 1978

Original position: Test Equipment Calibration Services

Current position: Senior Customer Engineering Training Specialist

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Steve Hedeman
Cedar Rapids, Iowa

Start date: April 1978

Original position: Test Equipment Calibration Services

Current position: Senior Customer Engineering Training Specialist

Most challenging project: Assembling prototype units for Exoatmospheric Kill Vehicle (EKV) project to meet severe environmental specifications.

Jerry Mattson
Cedar Rapids, Iowa

Start date: June 1978

Original position: Test Technician II

Current position: Principal Electrical Engineer, Head Down Display Center

Favorite aspect of your current position:
Creating designs for our leading-edge products.

Mark A. Howell
Heather A. Interns
Aaron M. Kelly
Kathy A. Kennedy

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Steve Hedeman
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Start date: April 1978

Original position: Test Equipment Calibration Services

Current position: Senior Customer Engineering Training Specialist

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Dennis Markle
Cedar Rapids, Iowa

Start date: June 1978

Original position: Hardware Design Engineer, Government Flight Controls

Current position: Senior Systems Engineer, Airborne Solutions

Proudest accomplishment: When a system rig was having problems and the production line was shut down because of supposed autopilot problems, I was given a plate ticket on a Friday afternoon to travel to France on Sunday morning. I had the problems isolated and production restarted within a few days. I received a letter of commendation from the customer a few months later.

Mark A. Howell
Heather A. Interns
Aaron M. Kelly
Kathy A. Kennedy

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Jerry Mattson
Cedar Rapids, Iowa

Start date: June 1978

Original position: Test Technician II

Current position: Principal Electrical Engineer, Head Down Display Center

Favorite aspect of your current position:
Creating designs for our leading-edge products.

Mark A. Howell
Heather A. Interns
Aaron M. Kelly
Kathy A. Kennedy

Advice for new employees: Put forth your best effort in everything you do and if you have any questions, seek out the help from your fellow workers as they were once new, aka.

Steven C. Atkins
JUNE

Proudest accomplishment: When a system rig was having problems and the production line was shut down because of supposed autopilot problems, I was given a plate ticket on a Friday afternoon to travel to France on Sunday morning. I had the problems isolated and production restarted within a few days. I received a letter of commendation from the customer a few months later.
Retirees

Rockwell Collins offers congratulations and best wishes to the following employees, who have recently announced their retirements.

Kathia A. Adams

Vinton, Iowa

Start date: May 1978

Current position: Test Engineer

Most challenging project: The transition from TMS to TMS+ for MIL-STD-1553 B.

Favorite aspect of your current position: The people I work with during a given day.

Jeremiah T. Maultsby

Cedar Rapids, Iowa

Start date: June 1978

Current position: Senior Field Service Engineer

Most challenging project: The Field Service Engineering Team installed one KW VSWR measurement product in every state, 33 regional centers and the U.S. Territories for the Federal Emergency Management Agency’s (FEMA) Communication Network.

Jason M. Kapor

Mount Vernon, Iowa

Start date: March 1980

Current position: Senior Field Service Engineer

Most challenging project: The transition of the Tailwind® satellite TV systems product line from Tustin to Melbourne in 2008.

Daniel S. Skultety

Mount Vernon, Iowa

Start date: May 1978

Current position: Assembler

Most challenging project: The transition of the Tailwind® satellite TV systems product line from Tustin to Melbourne in 2008.

Terri A. Ziegler

Cedar Rapids, Iowa

Start date: May 1978

Current position: Assembler

Most challenging project: The transition of the Tailwind® satellite TV systems product line from Tustin to Melbourne in 2008.
in memoriam

Rockwell Collins offers condolences to the families and friends of the following employees and retirees, whose deaths were recently reported.

Peggy J. Ambrose
North Liberty, Iowa
Feb. 16, 2013

Veren A. Amburkhi
Cotati, Calif
Apr. 15, 2013

Veronica A. Amador
Burlington, Wash.
May 3, 2013

Patricia A. Christiansen
Elk Run Heights, Iowa
Jan. 7, 2013

Joan M. Gospehl
Torba Linda, Calif.
April 16, 2013

William E. Conner
San Jose, Calif.
Apr. 9, 2013

William L. Chung
San Jose, Calif.
Apr. 9, 2013

Robert N. Coss
Summit, Calif.
Feb. 25, 2013

Jeffrey B. Cooper
New Concord, Ohio
Mar. 8, 2013

Vera E. Coerver
Elk Run Heights, Iowa
Jan. 1, 2013

Andrea E. Cooper
San Jose, Calif.
Feb. 14, 2013

Wayne L. Cooper
Santa Clara, Calif.
Mar. 12, 2013

Patricia A. Cowan
North Liberty, Iowa
Apr. 12, 2013

William E. Cowan
North Liberty, Iowa
Apr. 12, 2013

Wayne A. Covington
North Liberty, Iowa
Apr. 12, 2013

Michael P. Covington
North Liberty, Iowa
Apr. 12, 2013

Wayne L. Covington
North Liberty, Iowa
Apr. 12, 2013

Patricia A. Cowan
North Liberty, Iowa
Apr. 12, 2013

William E. Cowan
North Liberty, Iowa
Apr. 12, 2013

Wayne A. Covington
North Liberty, Iowa
Apr. 12, 2013

Michael P. Covington
North Liberty, Iowa
Apr. 12, 2013

Wayne L. Covington
North Liberty, Iowa
Apr. 12, 2013

Patricia A. Cowan
North Liberty, Iowa
Apr. 12, 2013

William E. Cowan
North Liberty, Iowa
Apr. 12, 2013

Wayne A. Covington
North Liberty, Iowa
Apr. 12, 2013

Michael P. Covington
North Liberty, Iowa
Apr. 12, 2013

Wayne L. Covington
North Liberty, Iowa
Apr. 12, 2013
O lugar que nós chamamos de casa há 40 anos.

Todo dia nossos empregados em São José dos Campos demonstram o compromisso e o orgulho que fazem parte de ser brasileiro. O mesmo faz sua empresa. Os investimentos da Rockwell Collins em projetos e produção sustentados para clientes comerciais e militares contribuem para a economia local e nossa transferência de tecnologia acentua a tradição de inovação do Brasil. Estamos orgulhosos de sermos parte do sucesso global do Brasil.

Aviônicos em aeronaves militares e comerciais
Comunicações inovadoras para maior consciência situacional
Empregando profissionais locais, técnicos e de negócios

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