

**Subject:** RE: Avionics check in

**From:** Collin Heller <collinheller@cpmil.com>

**Date:** 09/09/2024, 19:17

**To:** Forrest Colliver <f.colliver@aerospaceedge.com>, Lee Carlson <l.carlson@aerospaceedge.com>

**CC:** Richard Apps <richardapps@cpmil.com>, Joanne Zhang <joannezhang@cpmil.com>

Thanks Forrest, appreciate the update.

Just to add a few more items to this list so that we are not overlapping:

- I changed around the subsector section for UAVs today; I felt the old version did not match the other sections;
- I am splitting out urban air mobility; it was grouped with UAVs, but I think these are distinct technologies. I think the old report confuses this slightly.
- I have moved the Supplier Consolidation section to my new M&A section; this is still under review as I'm not sure I agree with the conclusions from the last report (particularly around private equity – a lot has changed in the last four years)
- I am working on finishing up the Profitability section; I have some changes in mind that I would like to run by you tomorrow.

Many thanks,

Collin

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**From:** Forrest Colliver <f.colliver@aerospaceedge.com>

**Sent:** 09 September 2024 16:02

**To:** Collin Heller <collinheller@cpmil.com>; Lee Carlson <l.carlson@aerospaceedge.com>

**Cc:** Richard Apps <richardapps@cpmil.com>; Joanne Zhang <joannezhang@cpmil.com>

**Subject:** Re: Avionics check in

Dear all,

As I mentioned in my response to Collin this morning, Lee and I are in our daily Zoom call, and we prepared the following action plan for the items Aerospace Edge is responsible for, derived from Collin's list:

ID	Chapter	Action	Who	Status	When (COB)	Comments
1	8	Discussion of buying processes for different groups, what they value and how they make decisions (airlines, freighter conversion, biz jet, etc)	L	TBD	11-Sep	
2	11	Retrofit/upgrade section and an aftermarket section that seem to be saying very similar things; reconcile this into a more coherent structure	L	TBD	10-Sep	
3	11	Take-up of HUDs among airlines	F	TBD	10-Sep	
4	11	Single pilot operations (freight)	F	TBD	10-Sep	
5	11	COVID adjustment to the aftermarket (revise current COVID Section)	L	TBD	10-Sep	
6	11	International ATC Evolution	F	TBD	11-Sep	
7	Exec Summary	Develop key points/trends from the analysis (Aerospace Edge input)	L/F	TBD	10-Sep	
8	Integration	Integrate chapter material into Overleaf document	L/F	TBD	12-Sep	
9	Model	Review main model output from Joanne and suggest any changes as needed.	L/F	Clarify		Aerospace Edge analysis complete; discuss during 10 Sep team call.
10	Model	Review market share analysis	L/F	Clarify		Assess this during 10 Sep team call.
11	Profiles	Profile Review by SMEs (NA/EU/ROW)	L/F	Clarify		Assess this during 10 Sep team call.

We will be developing our inputs as Word documents and inserting these texts into Overleaf as a part of Action 8 above. Items from Collin's list that are not in our table are those that we understand are being handled by Counterpoint.

Best regards,  
Forrest & Lee

On 09/09/2024 11:51, Forrest Colliver wrote:

Hi Collin,

Thanks for organising the open-items list so clearly - we are on the same page as far as our outstanding actions. We also appreciate the need to have joint discussion on a number of subjects, as you've outlined below.

Per our phone call this morning, we believe it would be more productive to work on the Aerospace Edge actions below today, to get as much as possible integrated prior to our call on Tuesday. As I mentioned to you on the call, although Lee is an old hand at LaTeX, for me, it has been more productive to create material in Word and then to enlist Lee's assistance in integrating the finished sections into Overleaf. For this reason, Overleaf is not a real time indicator of our progress.

We can also work on our "Top 10" market takeaways for discussion on Tuesday, to support executive summary and sales pitch development.

Thanks for your confidence and patience!

Best regards,

Forrest

**Forrest Colliver**

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On 08/09/2024 22:11, Collin Heller wrote:

Hi Lee and Forrest,

Hope you both are doing well. Apologies for the weekend email, but I was wondering if could we please have a call on tomorrow (Monday) at our usual time (2pm UK)?

Joanne and I have been going through the Overleaf this weekend to update sections, but I cannot see in the document any changes to any other sections since last Tuesday.

I am concerned about our ability to finish this report by Friday. Can we please discuss the plan of what needs to be done and how we are going to finish this?

I see the following actions as still being required:

Model:

1. Review main model output from Joanne and suggest any changes as needed

(Aerospace Edge)

2. As we are modelling from 2018 to show a comparison versus COVID, I feel there also needs to be a COVID adjustment to the aftermarket which we need to agree (together)
3. Market share analysis (mini model) (Counterpoint)
4. Review market share analysis (Aerospace Edge)

Profiles:

1. Update figures to match mini-model (Counterpoint)
2. Update Counterpoint commentary (Counterpoint)
3. Review by SMEs (Aerospace Edge)

Report:

4. (Chapter 8) Discussion of buying processes for different groups, what they value and how they make decisions (airlines, freighter conversion, biz jet, etc)
5. (Chapter 8) Update UAS section (Counterpoint)
6. (Chapter 11) We have a retrofit/upgrade section and an aftermarket section that seem to be saying very similar things; we need to somehow reconcile this into a more coherent structure
7. (Chapter 11) Add list of upgrade programmes per email sent to Forrest/Lee (Counterpoint)
8. Other items we have discussed:
  1. Take-up of HUDs among airlines (Aerospace Edge)
  2. Single pilot operations (freight) (Aerospace Edge)
9. Update tables and figures in report (Counterpoint)
10. General review for out of data references (some specifics below)
  1. Chapter 14
  2. 12.7 (needs to be merged with M&A section)
  3. 13.7
  4. Chapter 15
11. Counterpoint review and comment of all writing

Executive summary:

12. Agree key points/trends from the analysis (together)
13. Review writing

Many thanks,

Collin

**Collin Heller**  
**Vice President**

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