

# Textron Inc. - Strategy Brief - Q1 2014 - Strategic Initiatives, Developments, SWOT, Trends & Outlook

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## Abstracts

### 1. Overview & Rationale:

The report provides comprehensive analysis as well as holistic assessment of the Strategic Initiatives, Strategic Measures, Business & Strategic Developments and Strategic Activities as well as Moves for Textron Inc. for Q1 2014 and provides an analysis of how they integrate with & fit into the medium term strategic picture & overall business strategy against the backdrop of an evolving industry landscape & recovering global macroeconomic indicators with the industry reeling under the pressure of significant defense spending cuts across most traditional markets.

### 2. Backdrop: Global Defense & Aerospace Industry Juxtaposed between Strong Commercial Segment Growth & Ongoing Spate of Defense Spending Cuts.

The global defense & aerospace industry is juxtaposed between strong & robust growth in the commercial aerospace segment while the continued spate of spending cuts & budgetary pressures continue to impact defense segment significantly.

The U.S. base Defense Budget, impacted by the ongoing spending cuts, has stayed stagnant at just below the \$500 billion level for the last couple of years. The base defense budget stood at \$496 billion for FY2014 while the FY2015 base budget request gets a cut of \$0.4 billion with the baseline for FY2015 standing at \$495.6 billion as the focus remains on addressing strategic priorities amid funding constraints. The fallout has been evident with several key defense programs facing cancellation, restructuring or review, most noticeably, the Ground Combat Vehicle (GCV) program of the Army & the Combat Rescue Helicopter (CRH) Program of the Air Force. However, green light for the next generation bomber program and the development of next generation jet

engine have been the silver lining for the industry reeling under the pressure of budgetary cuts. However, amid the ongoing topline pressures, several key domains are projected to register growth over medium term in-line with the strategic priorities outlined in the 2014 QDR. Further, the conditions in Europe, too, remain difficult despite the slow pace of overall macroeconomic recovery with France, Germany & U.K. all contriving ways to sustain their defense industrial base.

The commercial aerospace segment, on the contrary, is being driven globally by growing fleet replacement demand across airliners for commercial aircraft with significant growth in air traffic besides significant technological innovations being offered by key aircraft engine OEMs that are delivering a much more optimized operating economics with 15%-20% better fuel burn rate and reduced CO2 emissions. The latest engine introductions have in turn been the key demand drivers for latest aircraft programs being introduced by OEMs across the commercial & regional aviation segments respectively with both Boeing & Airbus in the process of ramping up production rate to address burgeoning order backlogs for their commercial aircraft programs.

The industry OEMs with exposure to commercial segment, like Boeing, GE, Textron, United Technologies & Airbus Group, thus, have been in a much better position & shape than their counterparts & other industry players operating purely in the defense segment. Further, all industry OEMs working towards implementing an array of strategies and plans aimed at partially offsetting the ongoing spate of spending cuts.

### **3. Scope of Analysis:** Strategic Initiatives, Developments, Plans, SWOT, Key Industry Trends & Force Field Analysis

The report provides Key Insights into the Key Strategic Initiatives, Developments & Plans being pursued by Textron Inc. The report also includes an incisive SWOT framework analysis on the company; which is used extensively for an assessment of the internal as well as external business environment of an organization as part of the strategic planning process. The framework generates a snapshot of the company's inherent strengths & weaknesses as part of the internal environment assessment and outlines potential growth opportunities as well as threats as part of the external environment assessment.

The report concludes by providing comprehensive insights into the key industry trends, issues, challenges, risk factors besides identifying key driving & restraining forces & assessing their potential degree of impact through a force field analysis followed by

industry outlook for 2014.

#### **4. Relevance & Usefulness:** Strategic Business Analysis, Planning & Decision-Making Process

The report provides insights & inputs to be incorporated into the broader strategic planning & decision making processes and will be essential from a competitive analysis standpoint as well.

#### **The report will be useful for:**

Competitive Assessment as well as Comprehensive Strategic Business Analysis

Assessment of degree of environmental responsiveness as well as strategic orientation

Gaining access to Key Inputs for Strategic Planning & Decision-Making Process

Identification of opportunities which could be capitalized upon

Identification of potential threats in the business environment

Analysis of and Insights into key Strategies & Plans being pursued by the company

Identifying & highlighting areas for Strategic Changes, Adjustments & Realignment

Gaining a Strategic Perspective on the Business & Strategic Outlook for 2014

Access to Key Industry Trends, Issues & Challenges, Risk Factors & Industry Outlook for 2014

#### **5. For Whom:** Key Decision-Makers across Industry Value Chain

The report would be essential for those having strategic interest in Textron Inc. and the Global Defense & Aerospace Industry & will be especially useful for Key Decision-Makers, Top Management of Companies, OEMs, Suppliers, Distributors, Vendors and

other Key Players in the Industry Value Chain as well as existing & potential Investors, Industry & Company Analysts & those associated with the Industry or the Company.

**6. Report Highlights:** Visual Representation/Orientation with a Slide based Architecture

The report is comprehensive yet concise & compact at the same time; is custom-built for meetings & presentations with visual representation & orientation based on a slide architecture, being built on the Microsoft PowerPoint platform; in addition, to being a ready self-reckoner as well as a quick reference guide driving, enabling & ensuring prompt and informed decision making.

**7. Key Takeaways:** Enhances Scope of Utilization/Application with Visual Representation & Saves Time

This PowerPoint architecture based report provides high readability & ease of navigation and saves significant amount of time by saving the end-user the effort of sifting through voluminous pages of text besides enhancing the scope of retention, immediate utilization & application of analysis with visual representation and incorporation of relevant images to support & supplement the analysis.

## Contents

### **SECTION - 1**

Strategic Snapshot

- a) Founded
- b) Headquartered
- c) Business Segments
- d) Employees
- e) Revenues
- f) Market Capitalization
- g) Key Executives
- h) Shareholding/Ownership Pattern & Structure

### **SECTION – 2**

Financial Snapshot – 2013 Vs. 2012 - Charts & Analysis

- Sales Revenues Growth
- Gross Earnings & Margin
- Operating Earnings & Margin
- Net Earnings
- Profitability Growth
- Profit Margins
- Cash Flow from Operations
- R&D Expenditure Trend
- CAPEX Trend

### **SECTION – 3**

SWOT Analysis

- Sources of Strengths which could be Leveraged
- Areas of Improvements to Ameliorate & Offset
- Opportunities to Capitalize Upon
- Threats to Mitigate, Negate & Overcome

### **SECTION – 4**

Strategic Business Initiatives & Developments

- Product Level Initiatives

Services Level Initiatives  
Technological and R&D Initiatives  
Market Level Initiatives – Traditional & Emerging Markets  
Strategic Business Initiatives  
Sales & Marketing Initiatives  
Manufacturing/Production related Initiatives  
Key Sales Contracts for Q1 2014

## **SECTION – 5**

Key Industry Trends

## **SECTION – 6**

Key Issues, Challenges & Risk Factors

## **SECTION - 7**

Global Defense & Aerospace Industry – Force Field Analysis  
Driving Forces  
Restraining Forces

## **SECTION - 8**

Industry Outlook for 2014

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