

# Disruptive Aerospace Innovation

Aeronautics and Space Engineering Board  
National Academy of Engineering

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# How Does Aurora Disrupt Aerospace?

## MOBILITY PROGRAMS



Convergence of technologies is enabling a new form of passenger and cargo air mobility.

## COMMERCIAL PROGRAMS



Developing cargo and commercial vehicles that will use autonomy and integrated air vehicle technologies to lower operating costs.

## ENDURANCE SYSTEMS



Designed multiple platforms capable of long duration, high altitude flight for commercial and military purposes.

## AUTONOMY FOR DEFENSE



Traditional aerospace defense R&D. In the near-term focused on multi-vehicle collaborative behaviors.

## AEROSYSTEMS



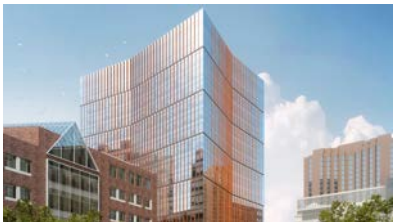
Design and design-build services of certified parts for programs of record.

## AUTONOMY CORE



Building a core, certifiable architecture that will support incorporation of autonomous behaviors across multiple types of aircraft.

## AEROSPACE & AUTONOMY CENTER



Aurora is expanding the Cambridge facility and moving into a new building on the MIT Campus in 2020. The center will provide unprecedented access to world-class researchers and talent.

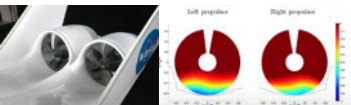
# What Makes Aurora Unique

- Our primary focus is on innovation
- We effectively bridge academia, focused on research and education, to the customer world, focused on military and commercial applications
- We treat talent acquisition like professional sports teams do – we track outstanding candidates over long time frames so we can act when they become available
- Working on exciting, technologically challenging aerospace innovation attracts the best and brightest engineers to join Aurora
- As a Boeing subsidiary, we match the agility and rapid innovation of a small company with the resources, capabilities and experience of the world's largest aerospace company

# Case #1: Revolutionary Configuration for Commercial Aviation

## 2008-2015

MIT, Aurora, and P&W developed the D8 concept as a potential revolutionary aircraft for 2035 entry into service. A 1:11 scale powered D8 concept was tested at the NASA Langley 14- by 22- Foot Subsonic Tunnel. The test validated many of the configuration-level benefits of the concept.



CORNER OF THE TRADE SPACE	N+1 Generation Conventional Tube & Wing (relative to B737/CFM56) (EIS 2015)	N+2 Generation Unconventional Hybrid Wing Body (relative to B777/GE90) (IOC 2020)	N+3 Generation (relative to B737/CFM56) (EIS 2030-2035)
Noise (cum below Stage 3)	-42 dB	-52 dB	better than -81 dB (55 LDN at average boundary)
LTO NOx Emissions (below CAEP 2)	-70%	-80%	better than -80% plus mitigate formation of contrails
Performance: Aircraft Fuel Burn	-33%	-50%*	better than -70% plus non-fossil fuel sources
Performance: Field Length	-33%	-50%	exploit metro-plex concepts



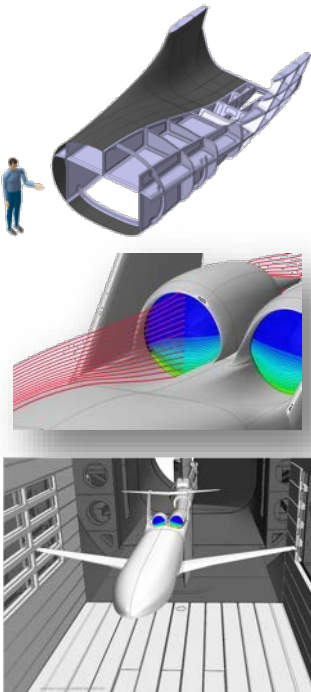
## 2015-2017

Aurora awarded contracts from NASA and FAA to develop the D8 aircraft design, conduct testing of key enabling technologies, and to complete the conceptual design of a half-scale D8 demonstrator aircraft.



## 2017

Developed extensive systems engineering documentation during the NASA X-Plane Phase A; completed a XD8 Systems Requirements Review (SRR) and a XD8 Concept Design Review (CoDR).

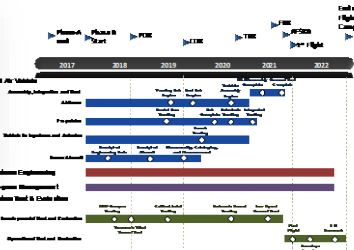


## 2017-2018

Aurora funded XD8 risk reduction program to systematically burn down the highest risks through design and analysis activities.

## 2018-2023

Aurora plans to design, build, and fly a NASA X-Plane to demonstrate operability of the configuration, verify feasibility of the design, and substantiate the performance of the configuration.



ASSUMPTIONS	
Development cost:	\$5B
Average D8 sales price: (after discounts)	\$66M
First unit cost (P1):	\$126M
Learn rate:	85%
Cost of capital:	13%
Risk-free rate:	1%

## 2024 and beyond

Aurora intends to leverage the NASA X-Plane program to potentially develop a commercial product with reduced operating costs for rapid market introduction.

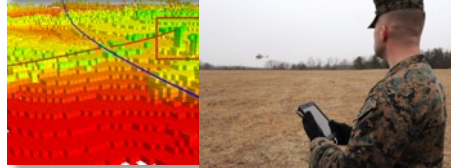
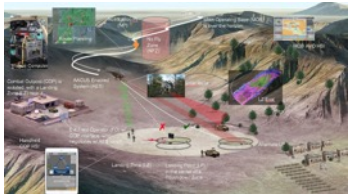




# Case #2: Revolutionary Autonomy for Military Aviation

## 2012-2014

Aurora and its team developed an autonomous cargo delivery system that can retrofit existing military helicopters for ONR and the US Marine Corps.



## 2014-2017

Aurora team wins down select and focuses on USMC UH-1 helicopter



## 2017

Aurora team successfully demonstrates AACUS enabled UH-1 to USMC commandant at Quantico



## 2018

Aurora AACUS enabled UH-1 successfully participates in USMC ITX demonstration at 29 Palms, flying 23 missions



## 2018-2023

Starting in 2018, Aurora and will design, build, and fly the prototype for a commercial urban mobility VTOL aircraft that leverages AACUS autonomy technology



## 2024 and beyond

Aurora will leverage these flight programs to develop a commercial product and win a military program of record that use the foundational technology developed under the AACUS program.



# Recommendations for NASA to Support Disruptive Innovation

- Focus NASA's limited resources on disruptive aerospace technologies that can truly transform commercial aviation
- Deliver outcomes that are relevant to NASA's stakeholders
- Stay on message
- Avoid getting drawn into to the latest technology trends as a follower
- Establish reach goals
- Inspire the next generation

# Recommendations for DOD to Support Disruptive Innovation

- Develop ways of engaging innovative aerospace organizations to solve specific technological challenges or to address specific capability weaknesses
  - Our biggest challenge has often been working the wrong problem
- Build higher levels of trust between the DOD and key innovative organizations
  - Kelly Johnson's Skunk Works model involved fewer lawyers and simpler contracts
- Streamline acquisition processes for agility and innovation
  - Organizations like SCO, Big Safari and RCO are better suited to work with agile innovative organizations
- Provide continuous funding
  - Our development programs have often been plagued by major gaps in funding which creates organizational challenges
- Develop improved ways to engage FFRDCs with innovative organizations
- Rationalize R&D investments that involve multiple government agencies
- Prevent continuous requirements creep