

Enterprise perspective

Welcome to another issue of *Challenge* magazine, a publication designed specifically for the engineering, operations and technical work force of Boeing.

While this is the seventh edition of *Challenge*, it is the first issue to be produced as part of the Engineering, Operations & Technology organization, formed in July this year to improve the efficiency and effectiveness of Boeing's engineering, operations and technology functions, which also include the program management, quality assurance and supplier management functions

As a result, *Challenge* has expanded its coverage beyond its former focus on engineering to include the wide variety of people and projects across the enterprise that make up all these functions.

That's why you will find articles in this issue about how the operations and engineering functions are working together to streamline their processes, and how various development programs across Boeing are working to become more efficient and effective in their performance.

You will also see in many of the articles how various Boeing initiatives are influencing improvements across the enterprise. One good example is how the Development Process Excellence initiative led to an improvement in how Boeing will develop its enterprise R&D investment strategy.

Other interesting articles will inform you about the status of Boeing's common processes and systems initiative, how flight-test and ground-test teams operate, and how some Boeing employees are meeting special engineering challenges during the frigid winters of Alaska.

And of course we will introduce you to many of the engineers, technologists and manufacturing people across the enterprise who are dedicated to meeting our commitments to our customers and making Boeing the leading aerospace company in the world.

I pointed out above that this issue of *Challenge* is the first to be produced as part of EO&T. I might also point out it is the first issue to be published since I have taken the leadership position at EO&T. So I sincerely hope you enjoy these stories and learn something from them. I also hope you will provide us with feedback and suggestions for future issues. This is your magazine, after all.

Thanks and keep up the great work!



John Tracy

Boeing Senior Vice President
Engineering, Operations & Technology

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