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Chief Technology Officer to lead
development of integrated R&D
strategies for the enterprise
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As part of its long-term growth and productivity initiatives, Boeing has recently formalized a strategic process to maximize the yield of its enterprise R&D investments and ensure they are properly balanced to meet the near- and long-term needs of the company.

This step was based on a recommendation by the Development Process Excellence initiative to formally establish an enterprise-wide technology community led by Boeing's Chief Technology Officer to ensure that a well integrated, well focused, multi-year technology investment strategy is created for Boeing.

This recommendation, which was reviewed and approved by the Executive Council in October, was itself based on a review of how the business units and Phantom Works have been working together to plan and implement Boeing's R&D investment strategy each year, as well as a review of best practices and policies inside and outside the company.

The result is a more formal process in which Boeing CTO Bob Krieger will lead an Enterprise R&D Board in the review of the business units' R&D plans and the integration of them into an enterprise R&D investment strategy. To ensure that all business unit and company objectives are met, Integrated Defense Systems President and Chief Executive Officer Jim Albaugh

New Step in R&D

and Boeing Commercial Airplanes President and CEO Scott Carson will review and approve the Board's enterprise strategy along with the CTO.

The Enterprise R&D Board will consist of representatives from the business unit R&D communities, Phantom Works, Business Development and Strategy, and the Development Process Excellence initiative. The charter of this board is to collaborate on producing an integrated, multi-year R&D strategy that will:

- Allow the business units to better focus their investments on meeting the specific near-term needs of their current programs and near-to-mid-term needs of their development programs – such as those in the IDS Advanced Systems and BCA Technology and New Product Development organizations.
- Allow Phantom Works, as a centrally managed R&D organization, to better focus its investments on common and enabling technologies needed to meet the mid- and long-term needs of the business units, while actively assessing next-square and white-space business opportunities for the company.

“This will be a truly collaborative process through which Boeing can attain a stronger competitive advantage and increase the yield of its enterprise R&D investments,” says Krieger. “In my new corporate role as CTO, I am looking forward to working with everyone to develop better integrated R&D investment strategies for the enterprise.”

The process will start with identifying core technologies that are needed to keep Boeing competitive in the future. The Board will then review current enterprise plans for maturing these technologies, identify funding or timing shortfalls, and propose approaches to overcoming these shortfalls. These approaches will become part of a strategic plan for each key technology.

This plan will also identify which sources of technology development are most appropriate to leverage, including the business units, Phantom Works, contract R&D, global partners, non-aerospace sources, acquisitions, universities, technical affiliations and the Boeing Technical Fellowship.

This strategic approach to enterprise R&D planning is being further reinforced by the functional discipline, common processes and systems, and intellectual property protection ini-

Getting the best yield from R&D

In addition to balancing the near and long-term focus of Boeing's R&D investments, this integrated approach to strategy development will help maximize the yield of Boeing's R&D investments by:

- Eliminating duplication of effort
- Replicating R&D results across the enterprise
- Better leveraging contract R&D and global research
- Ensuring the right technologies are in the right place at the right time

Current members of the Enterprise R&D Board

Bob Krieger – Boeing Chief Technology Officer

Amy Buhrig – Boeing Commercial Airplanes Director of Technology

Ron Johnson – Integrated Defense Systems Advanced Systems Vice President of Engineering & Technology Transition

Frank Doerner – Phantom Works Vice President of Aerostructures, Manufacturing & Support Technologies

Shep Hill – Boeing Senior Vice President of Business Development and Strategy

John Pricco – Vice President and Leader of the Development Process Excellence Initiative

tiatives of the Engineering, Operations & Technology organization, as well as by the Lean+, Internal Services Productivity and Global Sourcing initiatives.

“As we introduce new technologies, processes and systems that can improve the cycle time, cost, quality and performance of our products, we need to share them across functions and protect them from the competition,” says John Tracy, senior vice president of EO&T. “And we must leverage our global suppliers and partners to ensure we are both finding and delivering the best the world has to offer.”

“All this will allow Boeing to more efficiently and effectively execute current programs and successfully compete for, and create, new ones,” says Boeing Chairman, President and CEO Jim McNerney. “And these are key objectives of our productivity and growth initiatives.” ■