

Leading the way

Boeing's ability to operate as one global company is helping ensure competitiveness—and future growth

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The world sees Boeing as a global leader in technology innovation, thanks to such iconic engineering achievements as the 707, the 747, the F-4 Phantom II, the F-86 Sabre Jet, the Mercury spacecraft and the space shuttle, to name but a few. And Boeing's ongoing technology achievements are driving important new products such as the 787 Dreamliner.

Behind all these great achievements are what I think really makes Boeing a technology leader: our employees. When we have focused the diversity of their knowledge, experience and perspectives on a common goal, we have achieved bigger and better things for our customers, our company and the world. And it is this objective and this approach that underlies today's "One Boeing" strategy.

Some examples of how we are implementing this strategy can be found in this edition of *Frontiers*. You'll find a story, for instance, about one of our Boeing Test & Evaluation managers who is helping integrate the company's flight-test teams so that they can better tackle the unprecedented amount of flight testing Boeing is conducting—almost 6,500 flight tests so far in 2010 alone. We're doing this by integrating all the company's flight-test resources, cross-training our pilots, and standardizing our test processes and procedures, all of which are also designed to help improve quality, reduce costs and provide more development opportunities to our test team members. Another Test & Evaluation-related story describes how we're trying to achieve similar integration and outcomes in Boeing's lab test operations.

The advantages of this one-Boeing approach have been well demonstrated by the consolidation of the company's information technology resources some years ago. It's managed to reduce annual IT costs by more than 20 percent while also increasing the reliability, security and ease of use of one of the largest and most sophisticated IT networks in the world.

This mission of enhancing Boeing's growth, productivity and ability to operate as one company is supported by our other Engineering, Operations & Technology organizations as well. For example, the recent consolidation of all the company's resources for manufacturing research and technology, materials and processes, and product standards into Boeing Research



& Technology is paying dividends by allowing us to work more smoothly and efficiently among Boeing sites, and better engage technical experts regardless of location. And our new integrated technology planning process is not only ensuring technologies are ready when needed but also providing significant savings through more focused investments, the elimination of technology gaps and overlaps, and broader sharing of results. And the one-Boeing approach to environment, health and safety, and intellectual property management has sharpened our focus and improved our results in these areas as well.

So as in decades past, we continue to achieve bigger and better things at Boeing—and do it more efficiently and effectively—by channeling the diversity of our employees' knowledge, experience and perspectives toward common goals that help strengthen our competitiveness and ensure future growth. We have a great team of enterprising, dedicated employees at Boeing, and by working together as one company we will remain the global leader in aerospace technology and enjoy a prosperous future. ■