



Embracing change

Boeing heads into the Paris Air Show focused on innovation, collaboration and productivity

Boeing and the aerospace industry are operating in an era of relentless change that is creating both global opportunity and competitive challenge. The scope and velocity of this change is transforming the way we live and the way we think about the future.

And this change is not limited to aerospace. It took about 38 years for the radio to reach a market audience of 50 million people. Television needed just 13 years. The Internet took four years, and Facebook only two years. The speed, reach and impact of technology and innovation have raised expectations and aspirations around the world.

Boeing's successes in both shaping and adapting to change will be on display during the biennial international Paris Air Show held in France this month. Innovative Boeing products we are scheduled to show include the new 787 and 747-8 Intercontinental jetliners; the world's most advanced airlifter, the C-17; and the F-15 multi-role fighter, which Boeing continues to keep affordable and effective by optimizing its proven design with new technologies and systems.

These programs represent Boeing's unique ability not only to adapt to market dynamics but to shape those dynamics as a single, integrated company. And our recent win on the KC-46A Tanker program for the U.S. Air Force demonstrates that a "One Boeing" approach is a competitive differentiator. This same approach of drawing on the talents and expertise of the enterprise, of partnering and collaborating globally, has accelerated success in the international marketplace for both Boeing Commercial Airplanes and Boeing Defense, Space & Security.

So where do we go from here? George Bernard Shaw said, "Progress is impossible without change." As Boeing employees and leaders, we can and should embrace change and ensure it results in progress for our company and our world—as the company has done for 95 years. By adapting and collaborating we can drive innovation, enhance productivity, and create the breakthrough

"By adapting and collaborating we can drive innovation, enhance productivity, and create the breakthrough products and services that serve our customers."

— Shep Hill

*President, Boeing International
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products and services that serve our customers and that have made us the best aerospace company in the world.

As you read through this issue of *Frontiers* you will see examples of Boeing's innovative new products and services, and how we leverage the best of Boeing by operating as a single, cohesive global unit. Together, these efforts fuel our ongoing drive to be the strongest, best and best-integrated aerospace-based company in the world—for today and tomorrow.

L'avenir est entre nos mains—the future is what we make it. ■