

Seamless team

Collaborative decision-making and teamwork are critical to a winning product strategy

In our fiercely competitive industry, Commercial Airplanes' future will be shaped by rapid economic changes, remarkable engineering discoveries and the global contest for talent, capital and natural resources.

Decisions we make today will affect our company for decades. We need a thorough understanding of future opportunities and challenges—but that's not enough. To be successful, we need to consistently operate as a seamless team that values—and integrates—our individual strengths and perspectives.

Boeing's decision to build the 737 MAX, a new-engine variant of the world's most popular jetliner, shows how collaboration was vital to address a 20-year, \$2 trillion market for single-aisle airplanes.

As a technology company that builds the most advanced commercial airplanes in the world, our core impulse will always be to reach for the horizon with a clear-eyed view of where the market is going.

To weigh our options, Boeing established a cross-enterprise team that included 737 Program leaders, Engineering, Supplier Management, Production, Sales and others. We looked closely at current and future capabilities of our production system and how rapidly technologies could be incorporated into our next single-aisle offering. We listened to customers and kept an eye on Airbus, as well as emerging competitors in Europe, Brazil, Canada, China and Russia.

As that work continued, it became increasingly clear that customers, who spend up to 40 percent of operating budgets on fuel, place greater emphasis on price, fuel efficiency and lower life-cycle costs for these workhorse airplanes. Simply put, the market demanded certainty and wanted our decision as soon as possible. The MAX provides that certainty by building on the success of the 737.

In our industry, it's critical to invest in innovation and to provide a business solution for our customers. By striking the right balance of engineering, production and technology, we'll deliver the MAX in 2017, meeting pressing demand in the single-aisle market and helping customers' profitability.

The customer knowledge and advocacy of the Commercial Airplanes Sales teams rapidly generated nearly 500 commitments



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— Nicole Piasecki

*Vice president, Commercial Airplanes
Business Development & Strategic Integration*

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for MAX's launch. And the 737 Program, in partnership with Engineering and other stakeholders, is well on its way to finalizing MAX's configuration.

With our continuous investment in innovation and production capability, Commercial Airplanes already is working on future solutions for the widebody segment. Customer demand has made today's 777 the clear market leader, and with the 1,000th model delivered last month, the airplane is enjoying one of its best order years ever. The 787 program remains focused on entry into service and increasing production rates. Meanwhile, collaborative teams are assessing how the arsenal of technologies developed for the 787 and 747-8 could be applied to the 777 and to a final member of the 787 family, which we're calling the 787-10X.

As Commercial Airplanes has done for nearly a century, we'll continue to deliver superior airplanes with unparalleled value to customers in every market we serve. Without question, teamwork and integrated decision-making will enable us to always make good on that promise. ■