

Co-Innovation

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| Jean-Claude Viguiet | 00:11 | Collaboration is also essential internally in a large company like Airbus that has silos spread across different sites and different countries. It's important to be able to work together at every step of the process but what is even more important is to have an overview of the entire supply chain, which means working with our suppliers in real time. |
| Torsten Welte | 00:37 | The more important thing that will come in the future is the whole experience. So the experience of the manufacturing folks that work on a shop floor. The design people, the customers, the employees, um, all those experiences need to come back in to guide the, the companies of the future into the right direction. |
| Marc Gelle | 00:57 | If I had to, to rank the different imperative for the industry, I would say for me it's not an imperative, it is probably the imperative, which is to collaborate. As we say in French, you know, when you go alone you go faster. When you collaborate you go farther. And, I believe this is a really important topic. We come from an industry that was a little bit industry-centric. You know, working, uh, among themselves. And what we have seen in the last two to three years is this industry opening up to different kind of collaboration for the big benefit of the industry. |
| Marco Addino | 01:33 | The best practice is simply no model. I would say there isn't a best practice. I would say we are literally doing the innovation, and every client together with us is really on the boundaries of innovation, so probably one of the most meaningful approach would be to implement some sort of sensory-react process in order to build faster. In order to spot, as much as possible, the opportunity to grow and learn for what they are doing every day. |
| Jeff Wheless | 02:03 | Integrating cyber security into the fabric of the business is a key imperative, and, the work-force is absolutely critical, in terms of providing the training and providing the skills so that those that employees can recognize the challenges, and, and, avert those |

as they come along. So, certainly, cyber-security is a key aspect for our clients to address, in order to be successful as they transform themselves, in this new digital age within aerospace.

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| Torsten Welte | 02:35 | So, there's a lot of I.P. rights and protections to different countries that play a role in this place. So, the organizational structure around it, how to share data is one element, and trust that you can share it the right way. You need to have sets of tech-technology towards the data hub in place, so you can open up in the collaboration. |
| Sebastien Stormacq | 02:58 | The data is only one part of, of the equation. The application, but also the process to deploy this application, and to distribute this application to your customer. How do you bring the application to your customer. Like, through web, through mobile, but yes, the data is a very important part. Especially, in terms of security. So, knowing your data, knowing the rules you have to comply to, depending on your industry, or your geographic and country position. |
| Patrice Barbier | 03:23 | Innovation is not something that we need to do by ourselves. We need to develop an ecosystem, and, today, the innovation is done with different partners. We need to develop alliances. We need to develop connection with start-up. We need to develop connection with university, and, also, freelancer. So, innovation is something that is done with a lot of people, and this is why we want to see about co-creations. |

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