



BOEING: Quality tools take SR to new heights

Overview

Boeing is the world's leading aerospace company and the largest manufacturer of commercial jetliners and military aircraft combined. With operations in 70 countries, the company is organized into two business units: Boeing Commercial Airplanes and Boeing Defense, Space & Security.

Most people are familiar with the impact the company has on aerospace, but what makes Boeing stand out in the world of social responsibility is its willingness to bring the same quality tools and processes it uses in its own factories and offices to the world of nonprofits.

Social Responsibility Issue

Each year, community investors at Boeing locations around the world develop project ideas and review grant applications with local nonprofit agencies. Over the past two years Boeing contributed more than \$100 million to nonprofits worldwide. But the cycle time between granting the awards and the beneficiaries receiving the support needed to be improved.

Solutions

Providing products and services designed through innovation, quality, and forward thinking is part of Boeing's values. Lean+ is the company's one overarching continuous improvement approach. It provides a common language, tools, principles, and training to drive improvement, fuel productivity, and free up resources to invest in growth.

"Through our Lean+ efforts, we have a systematic approach to identifying the root cause of problems, and then we develop appropriate innovative counter-measures," said Anne Roosevelt, vice president, global corporate citizenship.

"Now we're using these quality tools and systems to help our community investors be more effective in grant making as well as supporting agencies in the execution of their work. We're extending Lean+ from our own factories and offices into the community."

In a 2008 improvement activity, aimed at identifying and addressing funding bottlenecks, Boeing mapped out the entire value stream, from the first conversation with a nonprofit agency to the ultimate grant payment. With a facilitator, community investors from different business units, IT professionals, legal representatives, financial specialists, and others participated in the mapping exercise.

By integrating technology, payment services, and communications, they were able to provide a Web-based approach that drastically improves corporate citizenship efforts.

Improving the cycle time between grant awards and receipt of support allows the agencies to focus on their core responsibilities. As a result, agencies and Boeing community investors have more time to focus on adding value rather than performing administrative duties, Roosevelt said. Everyone is more productive because of the improved process.

"By sharing the same skills and knowledge we use on the job to help others be successful, we're demonstrating how corporate citizenship is as much a part of our culture as our expertise in flight and technology," she said.

Measurement

Roosevelt stresses the importance of setting baselines and targets for the future. The new grant making process has reduced the grant payment cycle time by 35 percent in the United States and 20 percent elsewhere.

Other SR Involvement

Five focus areas and corresponding objectives provide definition to Boeing's community investment efforts and reflect different parts of the community system. Find more information on Boeing's SR efforts at http://www.boeing.com/companyoffices/aboutus/community/2009_report/index.html.



Nonprofits worldwide benefit from Boeing's Lean+ systematic approach to improving the cycle time and receipt of grant support.



SOCIAL RESPONSIBILITY

Company name: Boeing Company
Location: Chicago, Illinois
Web site: www.boeing.com
Founded: 1916
Scope: Global
Employees: 157,000