

Eye for discovery

In search of global research that can help make Boeing more competitive

By Marna Kagele



More than \$1 trillion of research and development work is taking place globally. In this *Frontiers* series that profiles employees talking about their jobs, Marna Kagele of the Global Technology Visibility and Integration team at Boeing Research & Technology explains how she keeps an eye out for discoveries that can improve Boeing's products, services and processes. PHOTO: MARIAN LOCKHART/BOEING

I don't work on any specific business programs or technology projects. But I feel like I have a role in Boeing's success by making sure we are at the forefront of technology.

Most of the people in Boeing Research & Technology work on specific research and development projects that support the business units. To complement their work, the organization's Global Technology group, which includes our team, keeps an eye on research and development that happens outside the company. We look at what universities, consortia or other companies are doing in research that might fit the needs of Boeing. In particular, I look for trends in technology, as well as potentially game-changing technologies, that could enhance Boeing's competitiveness. I recently developed a Strategy Room to help decision-makers visualize the important information they need.

The discoveries we make help Boeing get the most out of our R&D investments. If someone outside the company is performing good work in an important area, then we can leverage those

findings, instead of spending the time and money duplicating them. And when Boeing has access to key technologies, whether they're developed in Boeing or elsewhere, we can make our products more capable and our processes more efficient. And that makes us more competitive.

We have a technology visibility system on the Boeing intranet at <http://tsvc.web.boeing.com> so people across the company can use our research. And to make sure our information is as complete as possible, we look for other external research findings made by teams across the company and include what they have learned.

I joined Boeing as a design engineer working on the space shuttle main engines. This role suits me because I still get to stay active in technology, even though I'm not performing engineering work on a daily basis. I'm passionate about technology development, and this job lets me keep a hand in it while also having input on the business side. ■

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