

Workshop UCL

Q1: Why is a globally competitive aerospace industry central to the achievement of Europe's economic and political objects?

One of the main values that are stated in Art. I-III of the constitutional treaty state the desire for an internal market where competition is free and undistorted. Having multiple countries working in the same industry with competition amongst them complies to the mentioned above. Another value that can be found in the clauses is that the EU was founded in order to promote scientific and technological advance. Competition in a technological area such as aerospace assemblage pushes Member States to extend their knowledge and enhance the quality of their production, which in the end leaves consumers with a better product.

Q2: How does Airbus manage corporate integration? As Airbus stands for the European Union microcosm with all its cultural differences, challenges, stakes etc. what are the key success factors and barriers that helped Airbus in this challenge?

On the website of Airbus, they highlight that despite the fact that their headquarters are located in France, their European roots have made them a true pioneer in the aerospace industry. Not only in Europe however, they have also expanded towards the USA, China, Japan, India and the Middle-East. Their engineering training centres are positioned all over the world, as an example from Miami to Beijing to Frankfurt. An obstacle could be intercultural communication, habits, standards, financial situations and a lot of other things are different in different countries. Yet this does not always have to be a weakness or an obstacle. Different cultures can namely also bring different views. Airbus promotes their staff to interact in intercultural teams and share experiences. Operational staff and management people get offered regular training sessions on how to deal with so much interculturalism within the company.

Global diversity is a key enabler of Airbus' strategy, highlighted by the multi-cultural workforce that include over 100 nationalities from every region worldwide. They believe that having so much nationalities offer opportunities for creating new ideas and approaches to finish with the best possible end product. Airbus corporate culture is built on innovation, creativity and free thinking. These are the three head values of the corporation.

Q3: Transnationality is the main characteristic of Europeanised firms, Identify the key operational assets of Airbus:

The location of Airbus' headquarters in Toulouse (FR) is not random: the main aerospace schools are located in this attractive south-western city of France, which boasts engineers from all over Europe. Airbus enforces transnational working patterns whilst preserving the diversity of cultures and languages which has proved a key asset in the company's development and growth.

Q4: Why has innovation become crucial for the European agenda? Find examples in the Airbus case: