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AIRBUS NEW ORGANISATION

Airbus has evolved its organisation in order to boost Airbus' overall performance by shortening lines of command, thus making the company more agile and capable of taking and implementing decisions faster. A more entrepreneurial spirit is promoted at plant level with a strong focus on deliveries – on time, on quality and on cost.

With a strong order book, Airbus is facing higher demands across the board. This translates into a steep and steady ramp-up over the coming years, and to continuously deliver on our customers' expectations, the decision was made to further improve Airbus' overall performance in both series and development programmes,

To do so, Airbus put in place a new organisation, effective on January 1st 2013. This new organisation aims at delivering higher levels of performance through further integration, full cross-functional alignment and more teamwork.
Concretely, the new set up gives more empowerment and resources/leverage to those in charge of delivering components to the Final Assembly Lines (FALs). In addition more support will be given to engineering and the supply chain for dealing with the day to day challenges they face.

The main changes to the organisation focus around the guiding principles of empowering Airbus' plants by co-locating key contributing functions like engineering, procurement and quality, putting them under the operational leadership of the head of plant. This ensures a further integration into operations to secure deliveries.
The production activities previously performed by the Centres of Exellence (CoEs) are now under the responsibility and management of the plants, which are interacting directly with the Central Programme Organisations. A single Production organisation has been created that has the accountability for commitments towards the FALs.

Also, a new Operational Excellence Centre of Competence has been created in order to define and deploy Airbus' industrial strategy and ensure "best in class" industrial standards for Airbus and the extended enterprise.

This evolution supports Airbus' long term "Vision 2020", particularly around integration since it reinforces Airbus' programme drive thus going a step further in transfunctional integration.

In short, Airbus' new organisation is based on the following key principles:

- Creation of three communities namely Airframe Engineering, Procurement Operations (to reinforce supplier management) and Quality,
- Collocation of these three communities' with core operational teams to work as one team towards shared targets under the same operational line in both series and development programmes,
- Delegation of authority ensuring fast decision loops so the Heads of each Airbus Plant become the "Chef d'orchestre" allocating day to day priorities to achieve series programmes deliverables on time.

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Airbus' plants and their production responsibilities

GERMANY:
Hamburg manages structural assembly and equipping of fuselage sections as well as final assembly for A320 Family aircraft. The plant is also home to Airbus' A380 major component assembly hall, which houses the structural assembly, the equipping of the forward and complete rear fuselage sections as well as cabin furnishing, painting and delivery to customers in Europe and Middle-East.
As for the A380, the Hamburg plant manufactures and equips the rear fuselage sections for the A330 and A350 XWB programmes.

The **Bremen** site' is responsible for the design and manufacturing of high-lift systems for the wings of all Airbus aircraft.
The wings of the A330 and the A350 XWB aircraft are delivered to Bremen from Airbus' plant in Broughton, UK and are fully equipped with all relevant systems.
For the A400M, Bremen develops and manufactures the integrated fuselage assembly including cargo loading system.

The vertical tail planes for all Airbus aircraft are produced at **Stade.** The site also produces other carbon fibre reinforced plastic (CFRP), components, such as flaps for single-aisle A320 family aircraft, and spoilers for the A330. The pressure bulkheads for the A330 and A380 are also part of Stade's production responsibilities. For the A350 XWB, Stade produces the upper wing shell, along with the A350 XWB vertical tail plane and CFRP fuselage shells.

All the electronic communications and cabin management systems needed by both crew and passengers are designed and produced at the **Buxtehude site**. These include the cabin intercommunication data system (CIDS) used to control cabin functions, and the passenger service units for passenger seating system controls.

FRANCE:
Toulouse's responsibilities include Engineering (general design, systems and integration tests, definition of the structure, etc), Structure testing and a materials processes development centre, Systems organization, Design and development for the A400M, Flight Tests , the Beluga hangar and one of Airbus' three Delivery Centres.
It also hosts Final Assembly Lines for the A320, A350 XWB and Long Range family (A330) including the cabin furnishing and painting, and the final assembly and preparation for flight of the Airbus A380.

Toulouse Saint-Eloi is responsible for delivering equipped and tested pylons to the final assembly lines. Its main activities include the design of pylon and propulsion systems, integration and manufacturing of pylon and nacelle components including hard metal transformation, pylon sub-assembly and pylon integration for all Airbus aircraft.

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Saint-Nazaire, located in North-West France, specialises in structural assembly, equipping and testing for front and central fuselage sections for the entire Airbus family. It receives sub-assemblies to be fitted for the forward fuselage for the A320 family, the forward and central fuselage for the A330 and A380 family, the nose fuselage for the A400M and A350 XWB. Saint-Nazaire is also in charge of the equipping and testing for these sections before delivering them to Airbus final assembly lines.

Nantes, also located in North-West France, specialises in the manufacturing and assembly of the centre wing boxes for all Airbus aircraft. This site also is a leader in the manufacturing of structural parts in Carbon Fibre Reinforced Plastic, such as the keel beam for the A350 XWB. Nantes is also responsible for manufacturing the radomes for the entire Airbus family, the ailerons for the A330 and A380 families and the air inlets for the A350 XWB, A380 families and NEO.

UK:
Located in North Wales, the **Broughton** site is responsible for assembling wings for the entire family of aircraft commercial aircraft, producing over 1,000 wings a year. Activities include wing skin milling, stringer manufacture, full wing equipping and wing box assembly.

Filton is the other UK site. It's engineering and research & technology groups are responsible for wing design, landing gear and fuel systems design and testing; manufacturing of components and the assembly of the A400M wings.

SPAIN:
Getafe, located in central Spain, specialises in aeronautical component engineering, design, production and assembly. The plant is the delivery centre for final assembly lines in Toulouse and Hamburg for all the programs with the exception of the A380, a role it shares with the Puerto Real plant in Cádiz. Getafe uses metallic material and advanced composite materials to manufacture fuselage for all Airbus aircraft and specialises in the final assembly, systems testing and testing of all horizontal tail planes, for all Airbus aircraft; rear fuselage and tail cone of the A380 and rear fuselage of the A350 XWB. Getafe is also responsible for the A380's main landing gear doors.

The **Illescas** site, also located in the centre of Spain, is leader in the manufacture of composite aeronautical components, mainly large-scale or complex shaped parts as the Wing Lower Cover of the A350 XWB. The components manufactured in Illescas for Airbus models are: the stabilisers, rudders and spars including for the A400M, sections of rear fuselage and landing gear components for the A380, sections of the rear fuselage and internal skin of the wing for the Airbus A350 XWB and wing skins for the Eurofigter model.

Located in the south of Spain **Puerto Real** specialises in Automated Assembly of Movable Surfaces (rudders and spars) for all Airbus models. It is also responsible for final equipment and delivery to the Final Assembly Line of large, complex structural components such as the horizontal tail plane and belly fairing of the A380 fuselage and produce the horizontal tail plane boxes of the A350 XWB.

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