

**Abstract for University of Ulster ICEE of keynote speech by senior Bombardier representative.**

The civil aircraft market is becoming more crowded with new entrants from China, India, Russia and Japan, launching aircraft that will compete with Bombardier and Embraer, Airbus and Boeing. In turn, the entry of new low cost suppliers poses new competitive challenges for companies such as Bombardier Aerospace (Short Brothers plc) in Belfast that supply aircraft structures to the final assembly lines of the major primes. Bombardier recognizes that in this scenario its main competitive differentiator is its people, and investment in people is key to supporting its business strategy.

The company's illustrious aviation history - it was formed in 1908 to make aircraft for the Wright brothers - is entering another new phase as it responds to these competitive challenges. As part of its broader vision of becoming the supplier of choice of innovative aerospace engineering solutions for its customers, a key company goal has been to invest in new technologies and capabilities in order to develop higher added value products and services and to move up the value chain. Northern Ireland's largest manufacturer is today making the single largest ever investment locally in the construction of a fully equipped 600,000 sq ft factory and in the development of new advanced composite wing technologies for Bombardier's new C Series commercial and Learjet 85 business aircraft. This has been accompanied by changes in the engineering education and skills training of Bombardier's new recruits and current workforce in Northern Ireland, complemented by strengthening links with schools and the Universities, and supporting employability skills training and apprenticeships for long-term unemployed people in the wider community.