## 21<sup>st</sup> Century Engineering Systems: Boeing's Digital Transformation

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The world is in the midst of the fourth industrial revolution, characterized by emerging breakthroughs in cyber-physical systems. In this talk we discuss the future of Boeing's production system, with a focus on applications of data analytics, machine learning, and model-based engineering. Boeing is in the midst of a digital transformation, moving away from a document-centric system to becoming a Model Based Enterprise. Hardware advances are enabling data collection, and computing advances allow that data to be leveraged across the value stream to unlock business value. These changes allow for more than marginal changes to processes and tools, rather, they facilitate breakthrough improvements across the production system.