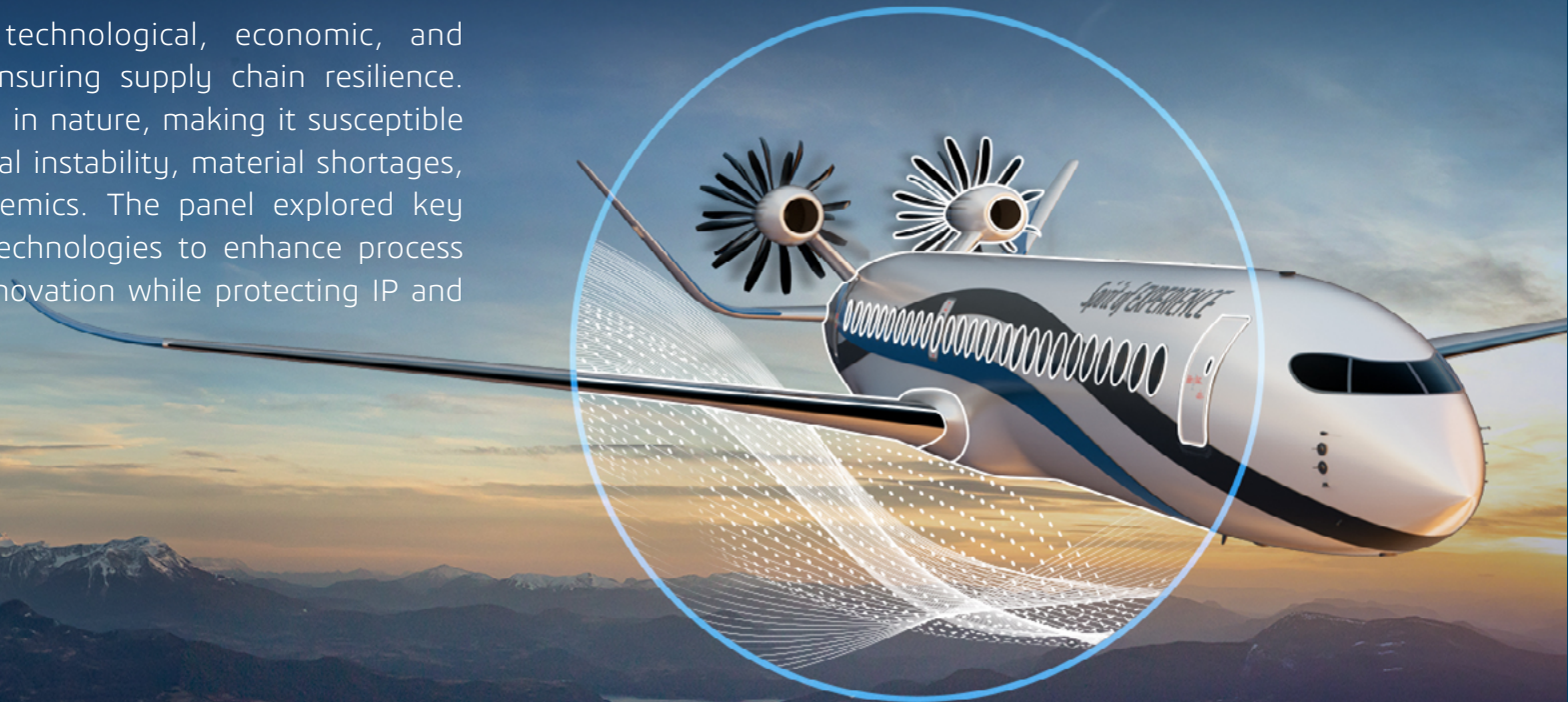


HOW TO OPTIMIZE THE SUPPLY CHAIN PERFORMANCE?

Panel Discussion | Paris Airshow 2025

PANEL DISCUSSION - PARIS AIRSHOW 2025

A&D companies must address technological, economic, and environmental challenges while ensuring supply chain resilience. Supply chain is complex and global in nature, making it susceptible to disruptions caused by geopolitical instability, material shortages, and unexpected events like pandemics. The panel explored key strategies to mitigate risks, and technologies to enhance process orchestration, collaboration and innovation while protecting IP and reaching sustainability goals.



MEET OUR PANELISTS



Enis ATA
CEO - TAAC Aerospace
Technologies



Julian EHRHARD
CEO - UUDS



Miguel LADURON
Head of ICT - CIO - SABCA



Christophe RODRIGUES
Product Manager -
BoostAeroSpace

SUMMARY

The session on optimising supply chain performance at the Paris Air Show 2025 delved deeply into the complexities and challenges faced by the aerospace industry. The panelists, representing various facets of the industry, began by highlighting the disruptions caused by global events such as the COVID-19 pandemic and geopolitical shifts. These disruptions have resulted in significant **financial volatility, quality issues, and logistical challenges, such as material shortages.**

For instance, Enis Ata from TAAC Aerospace Technologies emphasised the impact of geopolitical factors on supply chains, noting how political climates can drastically affect supplier choices and bargaining capabilities. Julian Ehrhard from UUDS added that financial stress on the supply chain, due to banks' reluctance to support companies post-pandemic, is a major difficulty. Miguel Laduron from SABCA pointed out the skyrocketing costs of raw materials and energy prices as critical challenges, while Christophe Rodrigues from BoostAeroSpace discussed the necessity of digitalising supply chains to maintain resilience and ramp up production.

In addressing these challenges, the panelists discussed various strategies and solutions. Enis Ata described the importance of monitoring supplier performance and financial health, as well as geopolitical exposure, to predict and mitigate risks. He also highlighted the role of government initiatives in developing local supply chains. Julian Ehrhard emphasised the need for **vertical integration to control all aspects of the value chain,**

which has proven effective in managing post-pandemic growth. Miguel Laduron stressed the importance of having state-of-the-art technology and vertical integration to **differentiate and streamline manufacturing processes.**

“ The **3DEXPERIENCE** platform is our standard: we turn something from an idea to a final product on it!

Enis Ata, TAAC

Digitalisation emerged as a recurring theme throughout the discussion, with all panelists agreeing on its critical role in transforming supply chains. Miguel Laduron talked about the importance of integrating digital systems from design to manufacturing instructions to ensure seamless operation and collaboration. Julian Ehrhard shared how UUDS has utilised the **3DEXPERIENCE platform to manage commercial and airworthiness data across multiple sites, enhancing compliance and operational efficiency.**

Despite the benefits, the panelists acknowledged the challenges in implementing digital solutions. Change management, legacy systems integration, and balancing on-premise versus cloud solutions were highlighted as significant hurdles.



Miguel Laduron noted the difficulty in **changing the mindset of experienced workers accustomed to legacy systems**, while Julian Ehrhard emphasised the importance of assessing the criticality of data to decide between cloud and on-premise solutions. Christophe Rodrigues pointed out the fear of losing control over data and the **need for interoperable formats and quick deployment solutions to facilitate digitalisation**.

“ **Internal and external collaboration, vertical and horizontal integration: the 3DEXPERIENCE platform covers the full value chain**

Julian Ehrhard, UUDS

Intellectual property (IP) protection was another critical issue discussed. Enis Ata stressed the **importance of transparency and trust in collaborative work**, noting that while companies need to protect their IP, they also must share information with partners for successful development. Miguel Laduron echoed this sentiment, highlighting the challenge of sharing necessary information without

compromising IP. Christophe Rodrigues mentioned collaborative platforms based on Generative AI principles that ensure data control and sovereignty, fostering trustful collaboration.

Finally, the panelists addressed sustainability in the aerospace industry, driven by the commitment to achieve net zero emissions by 2050. Julian Ehrhard stressed the need for sustainability to be integrated into the company's strategy, noting how certifications like ECOVADIS and Carbon Footprint Assessment are becoming essential for financing and industry qualification. Enis Ata discussed the additional costs and challenges of choosing greener materials and processes, especially for young companies. Miguel Laduron contrasted the approach between civil and military sectors, noting that while sustainability is a priority in civil aviation, it is not yet integrated into military aircraft production. The session concluded with panelists sharing their personal concerns, from the daily uncertainty of supply chain issues to the challenge of managing change and digitalisation within their organisations.

TAKEAWAYS

Digitalisation is crucial for supply chain efficiency.

The panelists highlighted how digital tools such as the **3DEXPERIENCE** platform have transformed supply chains by enhancing transparency, collaboration, and operational efficiency. These tools enable companies to streamline processes, monitor performance, and react swiftly to disruptions, proving essential in the fast-paced aerospace industry.

Trust and transparency are key in managing intellectual property

Effective collaboration in the aerospace industry requires a balance between protecting intellectual property and sharing essential information with partners. Building trust through long-term agreements and transparent practices is crucial for successful development and mitigating risks while ensuring that IP remains secure.

Sustainability must be integrated into company strategy

Achieving net zero emissions by 2050 demands that sustainability becomes a core component of aerospace companies' strategies. Certifications and compliance with environmental regulations are increasingly important for financing and industry qualification, requiring companies to adopt greener materials and processes while managing associated costs and logistical challenges.



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