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32 Markets **FELIN IN THE FIELD**

Sagem's FELIN solder modernization system, a state-of-the-art equipment suite for infantry soldiers, is now operational.

Single-minded focus on customers

Jean-Pierre Cojan
 Executive VP,
 Strategy and Development
 Safran



The world was a very different place in the 1970s... Who at the time could have predicted the end of the Cold War, or the Chinese economic boom? Or imagined that the Internet would turn a far-out science fiction concept into a daily routine? The air transport industry was just starting to carry people other than the jet-set, and Concorde was beginning revenue service. And yet, a few pioneers were making a radical break with the established order... and taking risks that would pay off.

Innovators in the aviation industry dared to invent the widebody jet and the CFM56 turbofan engine – and customers who were just as audacious signed up for the ride. For instance, Herb Kelleher invented the low-cost airline, despite general indifference and even skepticism, and Southwest began to fly passengers between dusty secondary airports in Texas. He also kicked off a significant relationship with CFM, one that's still going strong over 30 years later.

“Safran invested some 300 million euros last year to modernize current plants”

Five hundred other customers have joined the CFM roster since then, won over by this innovative new engine. And they have remained loyal because we continuously improve our product, pay attention to their changing needs, and offer innovative solutions to reduce their costs. These are all imperatives for survival in an industry that, like Southwest, has sought to reduce ticket prices for the last three decades.

Our survival in fact depends on our customers, on our ability to come up with innovative solutions to keep them satisfied in an ever-changing world. Since the seventies, the Internet has become an integral part of doing business, China has been transformed beyond all recognition and is in the process of becoming our largest market – and that's not all. Throughout Safran, in all our markets and all our businesses, we must maintain a single-minded focus on our customers.