

PART ONE: UNDERSTANDING THE MARKET

1- Marketing in the Aeronautics and Space Industry

- 1- The aeronautics and space sector environment
 - 1-1 Specific characteristics of the aeronautics and space sector
 - 1-2 Market deregulation
 - 1-3 The role of regulatory organizations: FAA, DGAC, CAA, IATA
- 2- The marketing approach
 - 2-1 The rise of marketing
 - 2-2 The two facets of marketing
 - 2-3 An essential part of companies and organizations
 - 2-4 A set of methods with wide-ranging applications
- 3- The role of marketing in the aeronautics and space industry
 - 3-1 The growing importance of marketing in the aeronautics and space sector
 - 3-2 Different types of marketing
 - 3-3 Marketing in the aeronautics and space supply chain
 - 3-4 Recent marketing trends in aeronautics

2- The Individual and Organizational Purchase

- 1 The individual purchase
 - 1-1 Factors influencing buying behavior
 - 1-2 The buying process
- 2 The organizational purchase
 - 2-1 The buying center
 - 2-2 Buying phases
 - “*Make or Buy ?*”, the example of the Super Transporter: from Super Guppy to A300-600ST
 - 2-3 Different situations
 - 2-4 The behavior of professional buyers
 - 2-5 Bidding
 - 2-6 E-procurement and the development of the marketplaces
- 3 Case study: the aircraft constructor's approach to the airline's buying center
 - 3-1 First action level (1): the customer airline
 - 3-2 Second action level (2): air traffic regulatory organizations
 - 3-3 Third action level (3): airports
 - 3-4 Fourth action level (4): passengers and citizen groups
- 4 Case study: Airing's approach to the buying center of the Sultan of M
- 5 Purchase marketing
 - 5-1 The different conceptions of purchase marketing
 - 5-2 Purchase marketing objectives
 - 5-3 Means of action

Purchase marketing at Aerospatiale-Matra

3- Business Marketing Intelligence

- 1 The information system

Dassault Aviation: Increasing Falcon customer satisfaction by using an efficient information system
- 2 Market surveillance: active listening
 - 2-1 The different types of surveillance
 - 2-2 Setting up surveillance

Docland: Aerospatiale-Matra's information and documentation center
- 3 Information sources
 - 3-1 Main information sources
 - 3-2 Information protection

Market studies made by Boeing and Airbus
- 4 The main types of studies
 - 4-1 Qualitative studies
 - 4-2 Quantitative studies

The international tourism study: a key analysis for airline destination strategy

 - 4-3 Permanent and ad hoc studies
 - 4-4 The other objectives for studies

From the Airbus A3XX project to the A380: the primordial role of studies

4- Market Segmentation and Positioning

- 1 Segmenting a market
 - 1-1 The objectives of segmentation
The segmentation of the satellite market
 - 1-2 The main segmentation methods
Catering: an example of "top-down" segmentation
The business jet market: an example of "bottom-up" segmentation
 - 1-3 Other methods of segmentation used in Business to Business
The segmentation of the freight market
- 2 Positioning
 - 2-1 Positioning objectives
Examples of positioning: AeroMexico and Thai Airways
Four examples of positioning: Singapore Airlines, Air France, Swissair, American Airlines
Two further examples: Virgin Atlantic and easyJet
 - 2-2 Setting up positioning
Lufthansa Technik: positioning centered on customer success

5- Marketing and Sales Action Plan

- 1 The marketing plan
 - 1-1 Part one: the analysis
 - 1-2 Objectives
 - 1-3 The means or action plan
- 2 The sales action plan
 - 2-1 The objectives of the sales action plan
 - 2-2 How the sales plan is carried out
 - 2-3 An example of the contents of a sales action plan

PART TWO: IMPLEMENTING BUSINESS STRATEGIES

6- Innovation and Product Management

- 1 The learning curve
- 2 The product life cycle
 - 2-1 Phases of the life cycle
 - 2-2 Applying the life cycle concept
 - 2-3 The characteristics of each life cycle phase
- 3 Managing the product portfolio
 - 3-1 The BCG model
An analysis of the Airbus and Boeing product portfolios
 - 3-2 The McKinsey model
 - 3-3 The Little model
 - 3-4 Marketing and management of the product portfolios
The Bombardier niche strategy
- 4 Managing the product range
 - 4-1 The characteristics of the range
The CFM International engine range
- 5 Managing innovation
 - Latécoère's innovation: on-board video systems*
 - The different generations of a product: military aircraft*
 - 5-1 In-house innovations: the "push" strategy
Weber Aircraft: innovation at the heart of the offer
 - 5-2 Innovations from outside: the "pull" strategy
The evolving range of Rolls-Royce Trent engines
 - 5-3 Product development phases
 - 5-4 The conditions for successful development
Innovation at Spot Image: Spot Thema
- 6 Innovation, the key to the development of the A380 wide-body jet
 - 6-1 Analysis of the market and the range
 - 6-2 Taking into account customer's expectations
 - 6-3 Producing a solution
 - 6-4 Innovation in the cockpit
 - 6-5 Production innovation to reduce costs
 - 6-6 The involvement of industrial partners
 - 6-7 Cabin fittings
 - 6-8 Future versions of the A380

7- Marketing of Services

1 The characteristics of services

1-1 Intangibility

On-line information: a service to increase maintenance efficiency

1-2 "Perishability" and stock-impossibility

1-3 Inseparability

1-4 Variability

Spot Image: a service with many applications

2 Different categories of services

3 Professional services

3-1 Services which are required by law and regulations

3-2 More general services linked to management and strategy

3-3 The aeronautical "marketplaces": a new type of service from MyAircraft to AirNewco

3-4 Services linked to the production process

3-5 Sales related services

3-6 Technical and commercial, global services

Servair: a global service fulfilling the expectations of airlines and their passengers

4 Consumer services: transport and tourism

Qualifyer, airlines serving customers

Taking care of unaccompanied minors

An example of a health service: MEDjet International

The exemplary service quality of Thai Airways

5 Focus on the freight market

5-1 The evolution of the freight market: expansion of the "integrated" carriers

5-2 The reaction of the airline cargo companies

8- Pricing Policy

1 Factors involved in pricing

1-1 External constraints

1-2 Internal constraints

2 Pricing approaches

2-1 Cost-based pricing

Air France: example of a modular fare policy for internal flights

2-2 Value-based pricing

Helicopter engine manufacturers: taking into consideration the market and after sales in the pricing policy

2-3 Bidding

3 Pricing strategies

3-1 The skimming strategy

3-2 The penetration strategy

Charter on-line business aircraft

3-3 Flexibility strategies

3-4 Yield management

Bold easyJet: Internet, yield management and non-conformism

3-5 The development of the "gray market"

4 Price-adjustment policy

4-1 Adjusting the conditions of sale

4-2 The leasing

4-3 The development of fractional ownership on the business aircraft market

The NetJets (from Executive Jet) fractional ownership program

9- Selecting Distribution Channels and Sales Team Management

1 Logistics

2 Choosing a distribution system

2-1 Choosing an external solution

2-2 Choosing multi-brand or exclusive distributors

Breitling's selective distribution

2-3 Selecting partners and managing the network

The development of e-ticketing

3 Managing the sales point: adjusting supply to demand

3-1 The basis of the merchandising approach

Travel agency merchandising

3-2 Merchandising objectives

A special application of merchandising: managing spare parts

4 Direct channel: the role of the sales representative

4-1 Communication

4-2 Pre-sales: prospecting

4-3 Sales presentation and negotiation

4-4 After-sales: the follow-up

The recent evolution of sales representatives

4-5 Information feedback

The sale of aircraft

5 Managing the sales team

5-1 Defining objectives

5-2 Choosing the structure

5-3 The size of the sales team

5-4 Recruiting sales representatives

5-5 Supervising the team

5-6 Remunerating sales representatives

5-7 Sales representatives: motivation, training and career management

10- Project Marketing

1 The specific nature of project marketing

1-1 High financial stakes

The Beijing Capital International Airport

1-2 A "one-off" project

1-3 Generally predefined buying procedures

1-4 A generally discontinuous supplier-customer relationship

2 Building demand

2-1 Identifying the customer's latent demand

2-2 Helping to formulate dissatisfaction

2-3 Developing a solution

An example of constructing demand: building industry and airports

2-4 Drafting a solution

3 Customer intimacy

3-1 The depth of the interaction

3-2 The extent of the interaction

4 Influencing specifications

4-1 Intervening upstream of the deal

Industrial partnerships to win bids: the tender concerning missiles for the British Eurofighter

4-2 Intervening in the deal

Services at the very heart of the creative bid strategy: application to the military market

11- Communication Policy

1 Different types of communication

1-1 The objectives of communication

1-2 The four main types of communication

2 The communication plan

2-1 Determination of targets and budgets

2-2 Setting up the communication plan

12- Selecting Media

1 Trade shows

1-1 The specific nature of trade shows

1-2 Exhibiting at a show

The Paris Air Show – Le Bourget: the leading international aeronautics and space show

1-3 The different stages of participating in a show

2 The trade press

2-1 Main characteristics

Aviation Week & Space Technology

2-2 Resources and tools

3 The Internet

Boeing and the Internet

4 Direct marketing

4-1 The objectives of direct marketing

4-2 The different tools

5 Television, billboards and radio

5-1 Television

5-2 Radio

5-3 Billboards

6 Lobbying

Lobbying the regulatory organizations

Lobbying for the Airbus Military Company A400M project

7 Public relations and sponsoring

7-1 Public relations

7-2 Sponsoring

8 Sales promotion

13- Brand Management

- 1 Brand foundation
 - 1-1 Brand mechanisms
 - 1-2 Brand functions for the company
 - 1-3 Brand functions for the customer
- Aeronautics and space brands and the role of performance facilitation*
- 2 Special characteristics of the industrial brand
 - 2-1 "Purchaseability" levels of the industrial brand
 - 2-2 The visibility strategy
 - 2-3 Airbus: "Setting the Standards"
- 3 Industrial brands classification
 - 3-1 According to the use of goods
 - 3-2 According to international brand policy
 - 3-3 According to brand origins
- 4 Visual identity code, logos and slogans
 - 4-1 Logos
 - 4-2 Slogans
 - 4-3 Jingles
 - 4-4 Visual identity code
- 5 Latécoère: technical partnership and its own products
 - 5-1 The rise of Latécoère
 - 5-2 Latécoère, technical performance facilitator brand
 - 5-3 Facilitating sales performance
- 6 Zodiac: managing a brand portfolio by sector
 - 6-1 History
 - 6-2 Zodiac today
 - 6-3 Brand policy

14- Building loyalty: Maintenance, Customer Training and Offsets

- 1 Maintenance
 - A key to aircraft safety*
 - 1-1 The different forms of maintenance
 - 1-2 Maintenance: a tool for the marketing-mix
 - 1-3 Maintenance: a tool for the marketing information system
- Airbus' after-sales marketing function: 4 main objectives*
- 2 Customer training
 - Pilot training: a major and essential expense*
 - 2-1 Different training objectives
 - 2-2 The contents of training
 - Training, an essential part in the Airbus strategy*
 - 2-3 The main types of training
 - GDTA: cutting-edge training*
- 3 Offset, a business tool
 - 3-1 Compensation: a means of payment
 - 3-2 A business argument

15- Alliance Strategies

- 1 Traditional forms of company development
- 2 Specific objectives of alliances
 - 2-1 Financial objectives
 - 2-2 Marketing and sales objectives
 - 2-3 The international political stakes
- 3 Different forms of alliances
 - 3-1 Tactical alliances
 - 3-2 Strategic alliances while maintaining the company's initial identity
 - Star Alliance: a worldwide air network*
 - SkyTeam: a new worldwide air network*
 - 3-3 Strategic alliances with creation of a specific structure
 - The CFM International alliance*
 - Starsem: an alliance for a reliable and competitive space transport system*
 - Sea Launch: from the sea into space*
 - 3-4 From alliance to merger
 - From GIE Airbus Industrie to the integrated company EADS*
 - Eurocopter: once a joint-venture, today a subsidiary*