

# Marketing in the International Aerospace Industry



Marketing in the International Aerospace Industry, by Mr. Wesley E. Spreen offers us a series of very detailed insights into the policies, practices, and pitfalls of marketing of this global industry. With 86 figures and 29 tables, covering such diverse areas as aerospace classification codes, contractual obligation and signature authorities, Mr. Spreen has produced a book that is rich in detail. The amount of illustrations, charts, and facts and figures found in this edition should satisfy anyone's need for 'documentation'. Mr. Spreen's research provides us with a comprehensive examination of how the aerospace industry operates, and he gives us an insiders' view into the practices of the players in today's aerospace industry.

Book review by Ronald N. Borrieci

Mr. Spreen organizes his review of the aerospace industry into four major sections: The Aerospace Market and its Basic Elements; Marketing Tools, Techniques and Resources; Managing the Marketing and Sales Process; and The Governmental and Administrative Framework. Each of these sections contains detailed information replete with diagrams and interesting factoids gleaned from key aerospace corporations' internal documents. These examples provide insight into how corporations engage in aerospace marketing, and how the individuals within these corporations look at their world.

The individual chapters in section one - The Aerospace Market and Its Basic Elements - cover issues such as supply, demand, segmentation, the 'product', and pricing in the aerospace industry. Mr. Spreen identifies the major corporate suppliers, catalogs their products, and explains who the primary customers for their products are. Something that I found of particular interest was the depth of Mr. Spreen's research into the history of the industry.

For example, figure 1.8, entitled the Historical Trends of Consolidation in the American Aerospace Industry, is an excellent example of the amount of care that Mr. Spreen has taken in his research. This table, from the US 'Government's Final Report of the Commission on the Future of the United States Aerospace Industry' is a flow chart, showing us how the US

aerospace industry evolved from the 1980's to the present, and recalling our loss of some aerospace pioneering companies. This section closes with Mr. Spreen's detailed layout of how the sheer act of consolidation among airlines and aerospace companies has caused tectonic shifts in the traditional power bases. Mr. Spreen shows us how these shifts, in addition to the numerous rules and governmental regulations, affects the pricing strategies of the major aircraft manufacturers of today.

In part two: Marketing Tools, Techniques and Resources, Mr. Spreen takes us into the fascinating and intriguing world of overseas agents and sales consultants. These sometimes 'shadowy' figures play key roles, which major aerospace companies find necessary in order to secure successful sales. Furthermore, the retention of the sale after the contracted prices are agreed upon has become increasingly important. Today, more and more companies need the skills of sales agents to hold onto the business before the actual product is delivered. How these sales agents do this is interesting and is fully detailed in section three. Throughout part two, Mr. Spreen continues to take us deeper and deeper into the world of aerospace brand management, and he presents us an entire chapter on operations' analysis, including an estimated operational costs worksheet ready to use. A fascinating read is Mr. Spreen's chapter on air shows, in which he outlines the steps necessary for prepar-

ing for an air show (with lead times of 18 months or more, the preparation really never ends). A number of demographics-filled tables on air show visitors from 2001 round out our air show marketing education. One could literally plan and successfully execute an air show campaign just by following Mr. Spreen's directions in this chapter. This section closes with two chapters on international co-operation, joint ventures, teaming up, and working with the customer that provides crucial and applicable 'how-to' directions for anyone in international business today.

In part three, Marketing in the International Aerospace Industry, entitled: Managing the Marketing and Sales Process, Mr. Spreen explains the varied sales policies and practices of the major players and he further explores the sometimes paradoxical and contradictory world of selling. Mr. Spreen details what is required to secure these sales contracts in a step-by-step illustration and explanation of these policies, and, through the use of examples, Mr. Spreen stresses the importance of 'protecting' these hard-won victories. The final chapter in this section is about the commercial contracting process, and this is literally a systematic documentation of how this process works. Chapter 15, with its diagrams, covering such issues such as contractual obligation, necessary signature authorities and flow charts, detailing the entire contracting process, is as close you can get to a 'how-to manual' without hiring a consultant. Finally, section four: The Governmental and Administrative Framework, includes chapters on the administrative and regulatory context of aerospace marketing, and Mr. Spreen concludes with his views of what lies ahead for the industry. Again, as is his penchant for detail, Mr. Spreen has included in this section, a full list of key topics, and a list of current international laws. Such topics as export controls, The Wassenaar Arrangement, United States Export Control, Common European Community Export Control Policy, National Airworthiness Institutions and Practices, National Civil Airworthiness Authorities, The Type Certificate, FAA Bilateral Agreements, and The

International Civil Aviation Organization are included here. This section ends with chapter 17, 'What Lies Ahead in the Aerospace Marketplace?', in which Mr. Spreen's gives 23 predictions, presages and guesses on how the industry will evolve.

These 23 commentaries cover all aspects of the aerospace industry and I will not take away one's surprise by listing them in this work. Only time will tell to what extent Mr. Spreen's predictions will come true.

In conclusion, I know of no other aerospace textbook today that contains the depth of material and the length of 'how-to' resources of Mr. Spreen's book. This is truly a one-of-a-kind resource. One that offers all of us enough detailed knowledge and 'how-to's' just short of hiring consultants.

#### About the Author

Wesley E. Spreen is Director of International Marketing and Sales for Boeing Helicopters. Dr Spreen's organization is responsible for marketing Boeing civil and military helicopters in Asia and the Pacific Rim.

#### About the Reviewer

Ronald N. Borrieci is a Visiting Assistant Professor of Marketing at Embry-Riddle Aeronautical University. His areas of teaching include principles of management, principles of marketing, marketing strategy, marketing management, and professional selling. His areas of research include brand management and branding theory.

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