

# **Skyteam**

**Brian Tjemkes, Pepijn Vos, Koen Burgers**

*Skyteam* Leon E. Pennington, 2000 This paper began with a brief history of the development of the airplane and the airline industry in the United States and Europe. Use of aircraft for mail delivery and passenger travel was discussed as well as political environments and stages of development which led to the emergence of airlines themselves. As airlines developed and international travel became common, international political considerations of this activity were examined. This activity impacted the development of use of strategic alliances in the airline industry. Market-based economics were discussed, and the permitted level of cooperative effort among the airlines was examined from a historical and current point of view. To determine the impact of strategic alliances in the air transport industry, a detailed examination of the structure and operational aspects of two member airlines in a newly formed alliance was conducted using historical and current information from industry sources in English and French. Each member airline, Delta Air Lines, and Air France, was examined with comparative reasoning in order to evaluate their operations in a standardized fashion. The analysis chapter, an evaluation of the effectiveness of the strategic alliances the member airlines had formed, was conducted using objective, industry-wide criteria. This analysis led to a conclusion that strategic alliances in the air transport industry are beneficial and essential to provide an Anywhere to Everywhere service to customers.--Abstract

**WOW and SkyTeam Cargo: An In-depth Analysis of Strategic Alliances for Air Cargo Carriers and The Impact on Cargo Airlines' Operations and Success** Florian

Smeritschnig, 2013-08 In the airline industry, the formation of highly integrated strategic alliances started during the 1990's. Thereby, Star Alliance became the first global player when passenger airlines faced deregulation, and wanted to support their growth and expansion in international

markets. For cargo companies, this type of integration came around later, namely in the beginning of 2000. As a result of the increased co-operation, major alliances were formed with the launch of SkyTeam Cargo and WOW. In the dawn of the new century, these alliances should lay the cornerstone for the achievement of a long term success through synergy effects, and higher competitiveness in terms of the individual and the group. A decade later, WOW and SkyTeam Cargo have evolved in different directions but, not all members or ex-members are pleased about the results. Strategic alliances in air transport have been studied widely but, most of the recent publications only cover the passenger side in this business. There are a lot of information and statements about the benefits that alliances can bring to its members. But, the review of the literature shows that research is very sparse when it comes down to the evaluation of the actual impact of alliance integration on air cargo carriers' standing. The objective of this book is to analyze and interpret the impact of a strategic alliance on cargo airlines' revenue-tonne-kilometres key figures (provided by Airline Business 1998-2010), and market share developments. The author's aim is on the one hand, to answer the question if air cargo operators did profit from alliance integration, and on the other hand, to give the reasons for this development. Besides, the book gives an overview about the market's environment, the characteristics of air freight, and the history of WOW and SkyTeam Cargo. Further, the additional questions are discussed in detail: • How did carriers react to the challenges and opportunities in the market? • What are the main benefits or disadvantages for alliance members? • What major challenges do (prospective) members face in an alliance? • What are the core arrangements and prerequisites for alliance integration? • Is there a common success, are there stability factors and why do alliances fail? • What alternatives are there to alliance formation

*Delta Air Lines ,*

*Beyond Open Skies* Brian F. Havel, 2009-01-01 'Beyond Open Skies' offers a systematic comparative analysis of the legal and policy dimensions of airline deregulation by federal fiat in the United States and by supranational collaboration in the European Union. The book draws upon a variety of sources, including very recent developments in U.S. and EC international aviation law, policy, and diplomacy, to propose a genuine multilateral air transport system. It examines the potential of the 'open skies' initiative, in the aftermath of the new U.S./EC air transport agreement, to inspire a genuine globalization of the world's air transport industry in such crucial aspects as the following: cabotage; ownership and citizenship requirements; route selection; airline identity; capacity; pricing regimes; competition and public aid; regulatory harmonization; labor laws; provisions for charter and/or cargo transportation; fair operation of and access to computer reservations systems; authorization of code-sharing arrangements; alliances and antitrust immunity; and dispute resolution.

*Marketing for Tourism and Hospitality* Alan Fyall, Patrick Legohérel, Isabelle Frochot, Youcheng Wang, 2019-03-04 The marketing landscape has changed dramatically in recent years, especially for tourism and hospitality practitioners. Marketing for these industries is now a multi-dimensional, collaborative venture driven by technological change and the growing demand for authentic co-created experiences. *Marketing for Tourism and Hospitality* provides students with a contemporary, accessible and useful resource as they prepare to encounter the complexities and challenges of tourism and hospitality marketing globally. A clear articulation of the changing landscape, a comprehensive introduction to the three underpinning themes of collaboration, technology and experiences, and a plentiful supply of international case material provide students with an enjoyable and digestible resource that is both academically rigorous and practice-oriented, helping them

prepare for day-to-day problems in the dynamic world of marketing. This contemporary, challenging and highly applied text is an indispensable resource for all students of tourism and hospitality degree programmes.

**Aerospace Marketing Management** Philippe Malaval, Christophe Bénaroya, Jonathan Aflalo, 2013-11-12 This book presents an overall picture of both B2B and B2C marketing strategies, concepts and tools, in the aeronautics sector. This is a significant update to an earlier book successfully published in the nineties which was released in Europe, China, and the USA. It addresses the most recent trends such as Social Marketing and the internet, Customer Orientation, Project Marketing and Concurrent Engineering, Coopetition, and Extended Enterprise. Aerospace Marketing Management is the first marketing handbook richly illustrated with executive and expert inputs as well as examples from parts suppliers, aircraft builders, airlines, helicopter manufacturers, aeronautics service providers, airports, defence and military companies, and industrial integrators (tier-1, tier-2). This book is designed as a ready reference for professionals and graduates from both Engineering and Business Schools.

**Strategic Alliance Management** Brian Tjemkes, Pepijn Vos, Koen Burgers, 2023-06-27 Strategic Alliance Management presents an academically grounded alliance development framework, detailing eight stages of alliance development with consideration for specific management challenges. For each stage, readers are presented with theoretical insights, evidence-based managerial guidelines and a business case illustration. Other chapters consider alliance attributes, alliance competences, and alliance challenges, and cover topics such as innovation, co-branding, co-opetition, business ecosystems, alliance professionals, alliance capabilities, societal alliances and a tension-based alliance mindset. This fully revised 3rd edition leverages the book's strengths in marrying theory with

practical insight. All the chapters have been updated to reflect the current academic literature, whilst new international case studies are incorporated throughout. Two new chapters feature in this edition, considering the importance of the mindset required to successfully navigate alliance arrangements, and emerging alliance practices, exploring how new technologies, sustainability and the external environment have disrupted alliance management. In-chapter text boxes discussing emerging themes provide opportunity for discussion and analysis. The textbook remains highly valuable core and recommended reading for postgraduate students of Strategic Management and Corporate Strategy, MBA and Executive MBA, as well as reflective practitioners in the field. Online resources include chapter-by-chapter lecture slides, two long case studies and short interviews with alliance executives.

**The Principles and Practice of International Aviation Law** Brian F. Havel, Gabriel S. Sanchez, 2014-03-31 This book provides an introduction to, and demystification of, the private and public dimensions of international aviation law. The air transport industry is not governed by a discrete area of the law but rather by a series of disparate transnational regulatory instruments. By combining classical doctrinal analysis with insights from newer disciplines such as international relations and economics, the book maps international aviation law's complex terrain for new and veteran observers alike.

**Critical Issues in Air Transport Economics and Business** Rosário Macário, Eddy Van de Voorde, 2010-10-04 This book offers material for strategic thinking featuring contributions from key figures in Europe, the US and Asia. The focus of the book expands from economic to legal issues, bankruptcy and safety and security. The carefully selected papers offer a thorough and structured analysis of major current developments in the air transport industry. Fully up to date, topics covered include competitive strength, capacity utilisation and risk. The most likely future scenarios are more

or less known. Only, the timeframe remains uncertain. The speed at which the various market players in the air transport chain will implement their strategies remains the key question. This depends on a whole range of exogenous and endogenous variables, as this book aspires to demonstrate. As both an overview of the current issues affecting the industry and as a cohesive set of strategic documents, therefore, this collection will prove invaluable for policy makers and researchers alike.

*Airline Choices for the Future* Kostas Iatrou, Mauro Oretti, 2016-03-16 *Airline Choices for the Future: From Alliances to Mergers* offers an up-to-date assessment of the industry as it stands today, delivering a comprehensive insight into how the world of airline alliances is changing, and how the merger phenomenon is likely to fit into the new scenario. The purpose of this book is twofold. Firstly, it outlines the evolution and the reasons behind alliances between international air carriers, the alliances' track records and the way they have affected airlines and the air transport industry. Secondly, drawing on past and more recent developments in the industry, it examines the experiences airlines involved in cross-border mergers have gone through and the advantages and difficulties they have come across. Alliances and mergers are presented from both the airline and the consumer perspective. The book provides a balanced account of where mergers and alliances have taken the industry to date, bridging the gap between merger theory and implemented practices and strategies. It also identifies the challenges alliances and cross-border mergers have faced and highlights the key forces affecting airline development. Theoretical evidence is supplemented by data collected via surveys and interviews with airline executives, aviation experts, consultants and regulatory bodies.

Plunkett's Transportation, Supply Chain & Logistics Industry Almanac Jack W. Plunkett, 2009-04 Covers various trends in supply chain and logistics management, transportation, just in time delivery,

warehousing, distribution, inter modal shipment systems, logistics services, purchasing and advanced technologies such as RFID. This book includes one page profiles of transportation, supply chain and logistics industry firms.

*Moving Boxes by Air* Peter S. Morrell, Thomas Klein, 2018-10-08 Air cargo is a key element of the global supply chain. It allows outsourcing of manufacturing to other countries and links production in both multinational and smaller enterprises. It has also been the most important driver of certain export industries in countries such as South Africa, Kenya and Chile. As a component of the air transport industry, air cargo makes the crucial difference between profit and loss on many long-haul routes. This second edition of *Moving Boxes by Air* offers a comprehensive and up-to-date guide to the business and practices of air cargo, with chapters dedicated to key issues such as current trends, market characteristics, regulation, airport terminal operations, pricing and revenues, and environmental impacts. The book illustrates the recent emphasis on mergers at the expense of alliances, which have not had the impact that they had on passenger operations. The section on security has been expanded to assess in more depth the threats to aircraft from terrorists, particularly in the lower cargo and passenger baggage compartments. Surcharges are examined and the book considers whether all airlines will follow the lead of some to do away with both fuel and security surcharges. The book concludes with a summary of the latest industry forecasts. Fully updated throughout, this edition is the definitive guide to air cargo for professionals within both the aviation and freight industries.

**Introduction to Aviation Management** Andreas Wald, Christoph Fay, Ronald Gleich, 2010 This volume provides an introduction to aviation management covering all major actors and processes, the fundamental structures, and the economic and regulatory background of the industry. It comprises



contributions from experienced practitioners of the aviation industry and from scholars in that field.

Introduction to European Union transport law - terza edizione Margherita Colangelo, Vincenzo Zeno-Zencovich, 2019-10-01 Un manuale per corsi di Diritto dei trasporti dell'Unione Europea, una branca di crescente complessità segnata da una fortissima inter-relazione fra concorrenza, aiuti di Stato, servizi di interesse economico generale, tutela dei consumatori. Il volume, dopo una introduzione sulle principali disposizioni comunitarie, è diviso in cinque moduli: I. Trasporto aereo. II. Trasporto ferroviario. III. Servizi portuali. IV. Trasporto locale e piattaforme digitali. V. Diritti dei passeggeri. Il volume comprende le più importanti decisioni delle Corti UE che hanno aperto e configurato il mercato per servizi di trasporto trans-europei.

*Airline Operations* Peter J. Bruce, Yi Gao, John M. C. King, 2017-11-15 Written by a range of international industry practitioners, this book offers a comprehensive overview of the essence and nature of airline operations in terms of an operational and regulatory framework, the myriad of planning activities leading up to the current day, and the nature of intense activity that typifies both normal and disrupted airline operations. The first part outlines the importance of the regulatory framework underpinning airline operations, exploring how airlines structure themselves in terms of network and business model. The second part draws attention to the operational environment, explaining the framework of the air traffic system and processes instigated by operational departments within airlines. The third part presents a comprehensive breakdown of the activities that occur on the actual operating day. The fourth part provides an eye-opener into events that typically go wrong on the operating day and then the means by which airlines try to mitigate these problems. Finally, a glimpse is provided of future systems, processes, and technologies likely to be significant in airline operations. *Airline Operations: A Practical Guide* offers valuable knowledge to industry and

academia alike by providing readers with a well-informed and interesting dialogue on critical functions that occur every day within airlines.

Non-Cooperation — The Dark Side of Strategic Alliances W. Suen, 2005-06-10 What influences your partners' attitudes toward your alliance? What factors allow them to act on non-cooperative impulses? How can you structure your alliance to reduce opportunities for non-cooperation? This book explores the influences on a firm's attitudes toward its alliance, and highlights the connections between these factors. The book defines a framework to measure power and interdependence to determine which firms are able to act on non-cooperative impulses, and case studies illustrate how alliances may be structured to reduce opportunities for non-cooperation.

**Global Operations Strategy** Yeming Gong, 2013-07-01 While many business schools are teaching Global Operations Strategy with self-made teaching materials, there are no such textbooks. Combining practical approaches with detailed theoretical underpinnings, this book provides theories, tools, frameworks, and techniques for global operations strategy, and brings real world perspectives to students and managers. Each chapter includes definition of key terms, introduction of fundamental theories, several short case examples, one long new case to explain the associated theories, and recommended further reading.

*Airline Microeconomics* Tony Webber, 2022-07-25 This book presents readers with a technical tool-kit to understand the economics of airlines. It starts by covering the key language and glossary of the air travel business, which is necessary for graduates or first-time employees in aviation to understand the content of conversations, meetings, presentations and internal aviation communications. It then breaks down the complexity of the demand side of the air travel business. The book then analyses revenue over two distinct time horizons, specifically the short and medium runs, recognising the fact

that airlines operate to a fixed number of seats over a short horizon because of the way that they schedule services in advance of departure. By combining revenue and costs, the book then analyses airline profit, with a focus on the short run and medium run decision variables that maximise airline profit. The remainder of the book analyses various important topics in air transport economics, including competition in airline markets, key rules, regulations and taxes that affect the return on capital in aviation, the way that airlines form relationships, and the economics of the market for oil and jet fuel, among others.

**Advances in Tourism Economics** Álvaro Matias, Peter Nijkamp, Manuela Sarmiento, 2009-09-16  
'Advances in Tourism Economics' follows his predecessor 'Advances in Modern Tourism Research' (2007) in providing a thorough assessment of state-of-the-art economic research in this rapidly developing field. The authors start by analyzing the recent upsurge of model-based economic research in the field, which builds on powerful tools in quantitative economics, such as discrete choice models, social accounting matrices, data envelopment analyses, impact assessment models or partial computable equilibrium models including environmental externalities. The volume originates from this novel research spirit in the area and aims to offer an attractive collection of operational research tools and approaches. It forms an appealing record of modern tourism economics and positions the field within the strong tradition of quantitative economic research, with due attention for both the demand and supply side of the tourism sector, including technological and logistic advances.

Moving Boxes by Air Dr Peter S Morrell, 2012-10-01 Air cargo is a key element of the global supply chain. It allows outsourcing of manufacturing to other countries and links production in both multinational and smaller enterprises. It has also been the most important driver of certain export industries in countries such as South Africa, Kenya and Chile. As a component of the air transport

industry, air cargo makes the crucial difference between profit and loss on many long-haul routes. For some network combination carriers it accounts for up to half of total tonne-kms flown, and as much as one quarter of total revenue. In addition, the integrated carriers such as DHL, FedEx and TNT have their own fleets of dedicated freighter aircraft, and cargo aircraft operators like Cargolux and Nippon Cargo have a specialist role in the industry. Featuring expert analysis and worked examples to enhance understanding, *Moving Boxes by Air* by Peter Morrell offers a comprehensive and up-to-date guide to the business and practices of air cargo, with a chapter dedicated to each key issue, such as: current trends, market characteristics, regulation, airport terminal operations, pricing and revenues, and environmental impacts.

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