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Review of *Aerospace Marketing Management*, by Philippe Malaval and Christophe Bénaroya

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BOOK REVIEW:

Aerospace Marketing Management

Philippe Malaval and Christophe Bénaroya

Kluwer, Dordrecht, 2002, 536 pp.

From time to time, especially among space lawyers, discussion flares up on the wisdom of treating air law and space law as similar branches of law, and on the justification for teaching and doing research on both at the same venues and in the same contexts. Whatever the merits of keeping a keen eye on the particularities of the two legal fields, however, one should never lose sight of the fact that space law is intricately linked to issues not only of space policy, but also of economics and technology, and that the worlds of aviation and the space industry from this perspective are, indeed, very much intertwined. There are still as of yet very few space operations which have not somehow developed from aviation—many astronauts started their career as pilots, much space technology has been developed from aviation technology, and most space industries have developed from an originally (more) aviation-oriented background. For those space politicians and space lawyers who are still not convinced of this, the new publication by Philippe Malaval and Christophe Bénaroya, *Aerospace Marketing Management* (a translation of the original French version which appeared in 2001) may be something of an eye-opener. It shows that even in terms of marketing (and largely for the same reasons) the space industry (in the widest sense of the word) still has a lot to learn from the experiences of the aviation industry (whereas the opposite would probably be true only to a much smaller extent).

On the basis of a very methodological approach, no doubt derived from management sciences—for the humble lawyer there are indeed a lot of new lessons to be learned in this respect!—the authors dissect the various aspects of making sure a particular company can maximise its chances of long-term profitable business activities in the areas of aviation and the space industry.

For many readers of *Space Policy* this may represent new territory. Around 80% of the book is devoted to aviation (both the aircraft and component parts industries as well as the airline industry); even to the extent that a space perspective is offered, attention is paid largely to the manufacturers of hardware—whereas space law in particular becomes an issue basically only from the moment such hardware is about to go into outer space. It is therefore mainly between the lines that one can get some new insights as to how space law, in particu-

lar when taken to mean “all law relevant to space activities,” can have an impact on the functioning of a company—and *vice versa*.

The book itself is divided into the following chapters—and it is most helpful for non-marketing specialists that a large number of graphical representations are used to illustrate sometimes even the simplest of constructs.

Chapter 1, “Marketing in the aeronautics and space industry,” provides an introduction to the more general aspects of marketing as they operate in the environment of aviation and the space industry. This environment is special *inter alia* in view of the relatively dominant role of governments and regulatory issues (both national and international) in that environment: FAA, DGAC, BAA, IATA and JAA are some of the acronyms relevant here.

Chapter 2, on “Individual and organizational purchase,” analyzes the factors relevant in customers purchasing certain products at a rather abstract level, which is the foundation for all marketing activities. A few (non-space) case studies illustrate this fact of life.

Chapter 3, “Business marketing intelligence,” essentially deals with market research studies, and their role in marketing strategies. Chapter 4, “Market segmentation and positioning,” further deals with detailed analyses of markets, in order to determine which approach would have to be chosen in the marketing strategy. Again, the case studies are drawn from the aviation sector.

Chapter 5 then moves to the heart of the matter, by discussing the “Marketing and sales action plan” as the lynchpin in any marketing strategy. A small but essential role in drafting such plans is played by legal considerations, as they may obviously influence the practical possibilities for maintaining or conquering certain markets. Chapter 6 deals with “Innovation and product management,” a specific aspect of marketing strategies highly important for aviation—and the space industry, as the case study of SpotImage shows. The Spot Thema project in particular is discussed as a major and successful effort to adapt marketing strategies to the ongoing innovation process in the space industry environment.

Chapter 7 discusses the specifics of “Marketing of services,” as opposed to that of goods. Again, reference to SpotImage is made, where the Agricultural Land Infor-

mation System (ALIS) project, run jointly with the Egyptian government, is highlighted as an excellent example of how 'to bring the services to the markets' by helping the customer to understand the benefits to be derived from such services.

Chapter 8 deals with "Pricing policy" as another distinct element of marketing strategies; Chapter 9 does the same regarding "Selecting distribution channels and sales team management." Chapter 10 goes into the *caput selectum* of "Project Management," as opposed to management and marketing in terms of continuous product (*viz.* service) lines.

Chapter 11 is about "Communication Policy," citing *Spot Magazine* as a good example of 'in-house' and 'corporate' communication welded into one. Chapter 12—"Selecting Media"—develops communication issues further by dealing with the appropriate channels. Reference is also made to the most important shows and trade fairs, magazines and other publications relevant to the space industry, in addition to the internet, television and radio, and such tools as direct marketing and lobbying—including lobbying the regulatory organisations. Once more, testifying to the book's clear focus on France, SpotImage's promotion for the SpotView product is discussed as a case study.

Chapter 13 deals with the highly psychological issue of branding and "Brand Management." In this chapter, space and the space industry are conspicuously absent. For fairly obvious reasons, the same applies to Chapter 14, "Building loyalty: maintenance, customer training and offsets," with one exception: the Toulouse-based Groupement pour le Développement de la Télé détec-

tion Aérospatiale (GTDA) and its training courses in the use of space data from earth observation satellites.

The final chapter deals with "Alliance Strategies," where legal issues, in particular at the international level on competition—WTO, European Internal Market—are of major importance in co-defining the possibilities for and obstacles to such alliances. Starsem, the alliance of Rosaviacosmos, the Samara Space Center, Aérospatiale-Matra (EADS) and Arianespace, and Sea Launch, the alliance of Boeing Commercial Space Corporation, RSC Energia, SDO Yuzhnoye/PO Yuzhmash and Kvaerner, are discussed as cases in point for the space launch services industry.

In conclusion, this is a book that policy makers and certainly lawyers would not normally come across. Yet it is of considerable interest for those desiring to come to grips with the business realities which are to some extent already influencing and will to a much greater extent in the future determine the ongoing commercialization of space activities—legally speaking, one of the most challenging and fascinating developments throughout the history of human space activities.

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